

HARINGEY STRATEGIC PARTNERSHIP BOARD

MONDAY, 11TH FEBRUARY, 2008 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

AGENDA

MEMBERSHIP:

Cllr. George Meehan (Chair), Cllr Kaushika Amin, Cllr Brian Haley, Cllr. Isidoros Diakides, Cllr. Lorna Reith, Cllr. Nilgun Canver, Commander Simon O'Brien, David Lammy MP, Dixie-Ann Joseph, Dr Ita O'Donovan, Enid Ledgister, George Martin, Joanne McCartney AM, Christine Cocker, John Egbo, Lynne Featherstone MP, Markos Chrysostomou, Michael Jones, Pastor Nims Obunge, Paul Head, Richard Sumray, Sharon Shoemith, Mun Thong Phung, Naeem Sheikh, Rachel Hughes, Tracey Baldwin, Walter Steel, Yolande Burgess, Youth Councillor Adam Jogee, Youth Councillor Shayan Mofitzadeh.

1. WELCOME, APOLOGIES AND INTRODUCTIONS

To receive apologies for absence and welcome those present to the meeting.

2. DECLARATIONS OF INTEREST

Members of the HSP must declare any personal and/or prejudicial interests with respect to agenda items and must not take part in any decision required with respect to these items.

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business (late items will be considered under agenda Item 16 below).

4. MINUTES (PAGES 1 - 8)

To approve the minutes of the Haringey Strategic Partnership Board meeting held on 13 November 2007.

5. UPDATE FROM THE HOUSING SERVICE

A presentation will be made.

6. THE COUNCIL'S BUDGET

A presentation will be made by Councillor Charles Adje, Cabinet Member for Resources.

7. FUNDING FRAMEWORK PERFORMANCE MANAGEMENT (PAGES 9 - 14)

8. HARINGEY REGENERATION STRATEGY (PAGES 15 - 26)

9. CORE STRATEGY -DRAFT ISSUES AND OPTIONS (PAGES 27 - 34)

A presentation will be made.

10. NEW STYLE LAA 2008/09 UPDATE (PAGES 35 - 40)

11. QUARTERLY UPDATE ON STRETCH TARGETS (PAGES 41 - 50)

12. THEMATIC BOARD UPDATES (PAGES 51 - 56)

To receive updates from each of the Thematic Partnership Boards:

- Better Places Partnership Board
- Children and Young People's Strategic Partnership Board
- Enterprise Partnership Board
- Integrated Housing Board
- Safer Communities Executive Board
- Well-Being Strategic Partnership Board

13. LOCAL GOVERNMENT AND PUBLIC INVOLVEMENT IN HEALTH ACT (PAGES 57 - 64)

A presentation will be made.

14. PUBLIC APPOINTMENTS (PAGES 65 - 68)

15. COMPLAINTS HANDLING PROTOCOL (PAGES 69 - 78)

16. ITEMS OF URGENT BUSINESS

To consider any new items of Urgent Business admitted under Item 3 above.

17. ANY OTHER BUSINESS

To receive any items of AOB.

18. DATES OF NEXT MEETINGS

The note the date for the next HSP meeting:

- 6pm on 8 April 2008

Please note that at present the Council's Calendar of Meetings for 2008/09 is still to be agreed.

Dr Ita O'Donovan
Chief Executive
London Borough of Haringey
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**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 13 NOVEMBER 2007**

Present:

Councillor George Meehan	Haringey Council (Chair)
Councillor Brian Haley	Haringey Council
Councillor Isidoros Diakides	Haringey Council
Councillor Lorna Reith	Haringey Council
Dr. Ita O'Donovan	Haringey Council
Paul Head	CONEL (Vice-Chair, in the Chair)
Linda Banton	Job Centre Plus
Yolande Burgess	Learning and Skills Council
Markos Chrysostomou	HAVCO
Robert Edmonds	HAVCO (substituting for Rachel Hughes and Enterprise Partnership Board)
John Egbo	HAVCO
Enid Legister	Safer Communities Executive Board
Adam Jogee	Youth Council
Michael Jones	Homes for Haringey
Pastor Nims Obunge	Peace Alliance
Richard Sumray	Haringey Teaching Primary Care Trust
Helen Brown (substituting for Tracey Baldwin)	Haringey Teaching Primary Care Trust
Sharon Shoesmith Partnership Board	Children and Young People Strategic
Mun Thong Phung	Well-being Strategic Partnership Board
Richard Wood	Metropolitan Police

Also Present

Mary Connolly (Haringey Council)
Zena Brabazon (Haringey Council)
Louisa Aubeeluck (Haringey Council)
Margaret Gallagher (Haringey Council)
Martin Tucker (Haringey Council)

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 13 NOVEMBER 2007**

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP32.	<p>APOLOGIES AND COMMUNICATIONS</p> <p>Apologies for absence were received from Councillor Nilgun Canver, David Lammy MP, Joanne McCartney AM and Rachel Hughes. Apologies for lateness were received from the Chair, Councillor George Meehan. Paul Head, the Vice-Chair, took the Chair for the duration of the meeting.</p>	
HSP33.	<p>DECLARATIONS OF INTEREST</p> <p>There were no such declarations.</p>	
HSP34.	<p>MINUTES</p> <p>The committee agreed one change to the minutes of the previous meeting.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the final full paragraph of page 6 (minute HSP25 – Developing World Class Primary Care in Haringey) be amended to read as follows: <p style="margin-left: 40px;"><i>The Board was advised that over time the strategy foresaw a greater focus on GP/Primary care delivery from the proposed ‘super health centres’, with a reduction over time in the number of individual GP practice premises.</i></p> 2. That, subject to the above alteration, the minutes of the HSP meeting of July 29th 2007 be confirmed and signed. 	
HSP35.	<p>DATES OF NEXT MEETINGS</p> <p>RESOLVED:</p> <p>That dates of future meetings of the HSP be noted:</p> <ul style="list-style-type: none"> - 11th February 2008 - 8th April 2008 	
HSP36.	<p>PRESENTATION ON WORKLESSNESS</p> <p>The committee received a joint presentation on Worklessness from Martin Tucker; Linda Banton and representatives from Job Centre Plus. The presentation covered the employment/jobs market and the numbers of people not in work and the various partnership working initiatives to tackle Worklessness.</p>	

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	<p>Officers discussed the 'benefit trap', a situation where residents perceived it as financially disadvantageous to return to work due to a belief in receiving greater income from benefits. Initiatives were being undertaken to combat this including work-trials, information about in-work benefits such as tax credits and personal advisors trained to provide in-work benefit calculations to demonstrate to individuals the financial incentives for returning to the world of work.</p> <p>Other initiatives were also outlined, including working with local businesses on subsidising travel costs; the Board heard of a current successful initiative of this nature with BAA at Stansted, with others in the pipeline. Officers also outlined their current key focus on providing in-work support, ensuring those who found work stayed in work.</p> <p>It was noted that the Employment Zone initiative had led to over 1000 people gaining work in the borough. In response to enquires from Board Members, Officers stated that this was a separate, more job focused initiative than the New Deal, a service which was limited in Haringey because of the existence of the Employment Zone.</p> <p>Representatives from the voluntary sector expressed their enthusiasm for the initiatives tackling Worklessness and stated their desire to be engaged with them further. The importance of joined up working between all partner agencies was affirmed by the Board, with support expressed by all for the Haringey Guarantee.</p> <p>It was noted that HAVCO were working together with the Council and other partners, and that further consultation with a focus on the voluntary sector would be forthcoming in the future.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Enterprise Board pull together work carried out on the barriers to employment within the borough. 2. That consultation on the Northumberland Park Families into Work project involve the Voluntary Sector. 3. That the presentation be noted. 4. That the Board receive a presentation topic on Housing issues in Haringey at its next meeting. 	
HSP37.	<p>SIX MONTH REVIEW OF HARINGEY'S LAA STRETCH TARGETS</p> <p>The Board received an update on progress against Local Area Agreement stretch targets, including an analysis of direction of travel and likely end of year outcome.</p> <p>Positive progress had been made on 13 stretch targets, with areas of concerns in NEETS, domestic violence and incapacity benefit. It was</p>	

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	<p>agreed that the relevant boards would receive information on action being taken to tackle 'red' target areas, and that they would report to the HSP on progress in this regard.</p> <p>The committee noted that a meeting was due to take place with the Government Office for London, picking up on issues with regards to domestic violence.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the relevant boards report to the HSP on actions taken to tackle 'red' target areas. 2. That the report be noted. 	
HSP38.	<p>SIX MONTH REVIEW OF LOCAL AREA AGREEMENT</p> <p>The Board received an update on the process for completing the six month review of Haringey's Local Area Agreement for submission to the Government Office for London with the Statement of Grant Usage.</p> <p>The Board noted that the distributed documents were a 'work in progress', and that the Statement of Grant Usage would be approved under Chair's Delegated Authority. It was also noted that the final version would be distributed to HSP's Performance Management Group (which included HAVCO) prior to the final sign-off.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That a note be included with the table setting out the Expenditure of Grant Allocation on page 35, explaining that although the spend on Positive Activities for Young People in Period 1 to 6 was zero at September 30th 2007, subsequent spend would be made after this time. 2. That Officers be thanked for their continuing hard work. 	
HSP39.	<p>NEW STYLE LOCAL AREA AGREEMENT 2008-09 - NEXT STEPS</p> <p>The Board was informed on recent developments in the 'new style' Local Area Agreements (LAA), with agreement required on the make-up of the LAA by June 2008.</p> <p>The importance of a 'Haringey narrative' was underlined, with the Borough Chief Executive stating that the Performance Management Group would have a key role in its construction, with much of the background work towards it already having been carried out.</p> <p>The Leader of the Council was pleased to recognise the role of elected Members and the democratic legitimacy given in driving LAAs forward. The Council's Chief Executive also drew the Board's attention to the new Local Government and Public Involvement in Health Act that places</p>	

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	<p>a statutory duty on Local Authorities to prepare LAAs and 'named partners' under a duty to co-operate, with Local Strategic Partnerships remaining non-statutory.</p> <p>The Board was pleased to note that the Chief Executive of HAVCO had a seat on the Performance Management Group. It was stated that this high level of voluntary sector engagement was not widespread across other boroughs LSPs.</p> <p>The key change from commissioning projects to commissioning outcomes was noted, with all agreeing that this was a significant challenge to be embraced.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the recommendations in the report be approved. 2. That Officers circulate to partners the new Area Based Grant allocation when it is known. 3. That the Performance Management Group examine the timetable for LAA formulation at its next scheduled meeting, and meet with thematic boards. 4. That the Cabinet Member for Housing be provided in advance with requests by the HSP on the role of the Integrated Housing Board in drawing up the LAA. 	
<p>HSP40.</p>	<p>COMMUNITY LINK FORUM - UPDATE REPORT</p> <p>The Board received an update report on progress relating to the Community Link Forum. It was noted that the Forum was likely to be launched on January 9th 2008, with nominations for election to the Forum opening on 15th January 2008, and the results due on 21st March 2008.</p> <p>The Board was informed that two full-time posts of Co-ordinator and Project Assistant had been approved and appointed to. Training was being set up for the forum's reps in the new year. Officers stated that funding going forward from April 2008 would be subject to the successor arrangement to the Neighbourhood Renewal Fund, with the amount dependant on what was granted in Haringey's settlement.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the update be noted. 	
<p>HSP41.</p>	<p>COMPREHENSIVE SPENDING REVIEW STATEMENT AND PRE BUDGET REPORT</p> <p>The Board received a report on the results of the government's Comprehensive Spending Review 2007.</p>	

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	<p>Officers stated that the exact local government funding for Haringey in the next financial year was not yet known, although the settlement was expected to be tight. It was believed that the settlement would include a reduction in ring-fenced grants, with a corresponding increase in the general fund, placing an increased onus on the HSP to be a constructive and engaging partner in the budget process.</p> <p>It was noted that an announcement relating to the funding of the Sixth Form Centre would be made separately from the settlement announcement.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Board receive an update report at the next meeting on the upcoming settlement for the next financial year, incorporating input from all agencies. 2. That the report be noted. 	
<p>HSP42.</p>	<p>MINUTES OF THEME BOARDS</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the minutes of the following HSP theme boards be noted: <ul style="list-style-type: none"> i. Better Places Partnership, 1st October 2007 ii. Integrated Housing Board, 23rd July 2007 iii. Children and Young People's Strategic Board, 8th October 2007 iv. Well-Being Partnership Board, 22nd October 2007 v. Enterprise Partnership Board, 24th October 2007 vi. Safer Communities Executive Board, 26th October 2007 	
<p>HSP43.</p>	<p>ITEMS OF URGENT BUSINESS & AOB</p> <p>There were no items of urgent business.</p> <p>Under Any Other Business, the Board resolved the following:</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Haringey PCT be congratulated on their recent positive score rating. 2. That Haringey's Borough Commander Simon O'Brien be congratulated on his recent promotion. 	
<p>HSP44.</p>	<p>FUTURE AGENDA ITEMS</p> <p>The Board resolved to receive reports back from the thematic boards on</p>	

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	<p>addressing underperforming stretch targets, and to discuss Housing in Haringey at its next meeting.</p> <p>Partners were advised to submit other proposed agenda items for the next meeting of the HSP (on 11th February 2008) to the Committee Secretariat no later than 7th January 2008.</p>	
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PAUL HEAD

Vice-Chair

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MEETING: Haringey Strategic Partnership - 11th February 2008

Title: Future Funding and Performance Management

1. Purpose:

1.1 To provide an update on the new area based grant funding arrangements and implications for the HSP.

2. Summary:

2.1 The new area based grant merges a number of existing funding streams to create a general grant to be used to contribute to the achievement of local priorities. The grant is approximately £1 million less than received last year from the individual grants that make up the area based grant when taking into consideration inflation and the new statutory duties relating to wellbeing and children and young people which are encompassed within the funding framework. The grant is received by the Council to support the achievement of local priorities in conjunction with partners.

LAA indicators are the HSP's jointly owned and agreed performance measures and as such are proposed as the basis for the receipt of funding. A new consistent performance system will be implemented from April 2008 to enable a review of funding in Autumn 08 against LAA indicators.

3. Recommendations:

3.1 That 2008/09 is seen as a transitional year facilitating the move to the new Area Based Grant.

3.2 A consistent performance framework is developed across the HSP capable of identifying outcomes and value for money.

3.3 Theme Boards submit funding proposals to the HSP Performance Management Group for agreement based on the outline at Appendix 1.

3.4 Each Theme Board to participate in a workshop in March covering the new national duties contained within the Local Government and Public Involvement in Health Act and to embed the new performance management framework.

3.5 A six monthly performance review conducted to identify any changes in activity or funding required to meet LAA indicators.

3.6 Consistency in terms of current funding to be provided to existing commitments as far as practicable within the overall reduction of grant.

Lead Officer: Sharon Kemp, Assistant Chief Executive, Policy, Partnerships, Performance and Communications.

4. Background

4.1 In November 2007 the Department for Communities and Local Government detailed the financial arrangements for the new Area Based Grant as part of the publication 'Development of the New LAA Framework' Operational Guidance. In December 2007 as part of the Council's financial settlement the Area Based Grant allocation was provided along with the details of individual grant allocations within it.

4.2 The Area Based Grant is a non-ring fenced revenue grant and is to be allocated according to local policy criteria such as the Local Area Agreement (LAA) Outcomes or regional priorities.

4.3 Whilst there is local discretion as to the allocation of the Area Based Grant, the guidance makes clear that the Council and its partners will be responsible for working towards delivering the new National Indicator Set and the locally agreed LAA targets. The new Corporate Area Assessment will scrutinise progress against agreed priorities and the effective use of resources with a strong focus on value for money and efficiency. Therefore whilst the Area Based Grant is non-ring fenced a correlation between spend and the achievement of local outcomes will be expected.

4.4 The allocation to Haringey Council for the next three year period is £21.852,000 2008/09, £23.537,000 and £23.343,000 10/11. Using the 07/08 allocations for the specific grants now merged within the Area Based Grant, there is a reduction of approximately £1million when taking into consideration inflation and the new statutory duties relating to wellbeing and children and young people which are encompassed within the funding framework.

5. Current position

5.1 The majority of grants contained within the Area Based Grant are currently received by the Council and partners for specific activities from differing Central Government Departments. The approval mechanisms and performance reports for the various grants have been different according to the Central Government Department providing the grant and therefore there is no common performance framework against which to assess the effectiveness of the use of various grants in meeting local priorities.

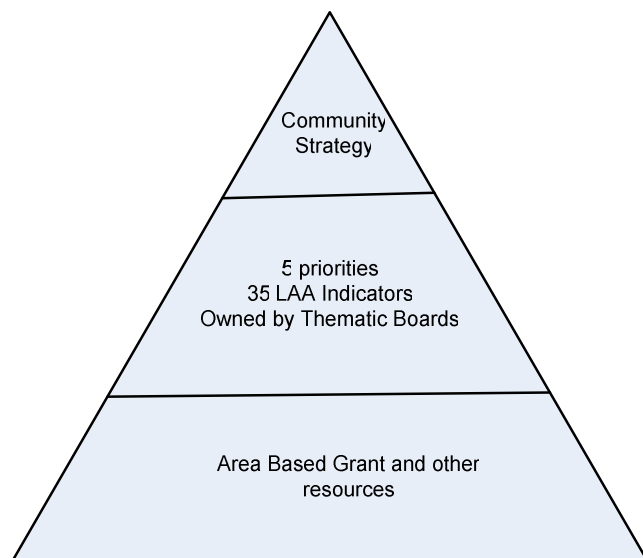
5.2 With the introduction of the Area Based Grant there is the opportunity to implement a consistent performance framework to monitor the effective use of the resource in meeting local priorities and develop consistency.

As the funding streams now within the Area Based Grant are currently committed to deliver a range of activities the ability to allocate the funding from a zero base is limited in the short term.

6. Future Aims

6.1 The Area Based Grant should facilitate the achievement of local priorities and these will be encapsulated locally within the new 35 LAA indicators the HSP is agreeing with GOL. The 35 Indicators will be used to measure progress against achieving the aims within the Borough's Community Strategy. A consistent performance

framework across the Council and the HSP will enable priorities and effective practice to be used as the basis of allocating the funding available. The diagram below depicts the process:



The timetable for agreeing the 35 LAA Indicators and Story of Place is:

- December 2008 - Theme Boards agree draft indicators
- January 2008 - HSP Performance Monitoring Group agree 35 LAA Indicators and Story of place for negotiation with GOL.
- January - February 2008 - Negotiation with GOL.
- March 2008 – HSP PMG (Performance Management Group) approve final indicator set and story of place.
- June 2008 - Ministerial Sign off

7. Proposal for allocating 2008/09 Area Based Grant

7.1 Certain themes of the HSP have seen increases in grant to match new statutory duties such as Children and Young People, whilst other areas such as Safer Communities have seen a reduction in funding. In order to try and provide the best possible position for each theme area, the best grant figure for the individual grants now within the Area Based Grant has been used as a base (either 07/08 or 08/09) and a 7.3% reduction applied to all to bring the theme areas funding inline with the overall grant total. Details of the funding total for each theme area is contained at Appendix 1.

7.2 As most of theme boards have seen a reduction in funding due to the reduced grant allocation, discussion will be required as to how best to manage the reductions whilst safe guarding existing commitments across partners. Each theme board will be required to submit a funding proposal to the HSP PMG in March identifying its

funding proposals. The new performance framework will be required to be completed by the end of March to enable the six month performance review to take place.

7.3 It is proposed that workshops will be facilitated for each theme board in March to support them in understanding the new national arrangements and embed a new local performance management framework.

8. Conclusions

8.1 The introduction of the Area Based Grant presents a fundamental shift in the allocation of funding from Central Government. This new approach presents the opportunity to develop a more robust approach to supporting activity that meets LAA indicators. An interim funding position would facilitate the development of a level playing field in allocating funding on a robust evidence base.

APPENDIX 1 - AREA BASED GRANT 2008/09

Theme Board	Amount
Better Places Partnership	1.944
Children & Young People Strategic Partnership	9.865
Enterprise Partnership	1.181
Integrated Housing Board	0.2
Safer Communities Executive Board	1.726
Top Slice	1.793
Well Being	5.143
Total	21.852

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haringey strategic partnership

MEETING: Haringey Strategic Partnership - 11 February 2008

Title: Haringey Regeneration Strategy

1. Purpose:

To outline the Regeneration Strategy for Haringey

To seek endorsement from Haringey Strategic Partnership (HSP) members for the Strategy & explain the key role of the HSP in its delivery.

2. Recommendations:

It is recommended that:

- Members of the HSP endorse the Regeneration Strategy
- The Delivery Plan, through which the strategy will be delivered, is brought to the HSP for endorsement by the end of March 2008.
- The HSP acts as the key mechanism for providing strategic co-ordination and input into delivery of the strategy from Partners
- The Theme Boards be asked to take responsibility for overseeing relevant streams of the regeneration programme.

Lead Officer:

David Hennings
 Assistant Director of Economic Regeneration
 Haringey Council
 Tel: 020 8489 1543

3. Executive Summary

3.1 Haringey Council Cabinet approved a new Regeneration Strategy at its meeting of the 22nd January 2008. Prior to approval, the Draft Strategy was subjected to considerable consultation. This included a major

regeneration conference. Comments received from the consultation were included in the final revised Strategy document.

- 3.2 The report outlines the key elements of the Regeneration Strategy for Haringey. The vision for the Regeneration Strategy is;

Transform the Borough and the way in which it is perceived by creating economic vitality and prosperity for all through exploitation of Haringey's strategic location in a global city, major development site opportunities and by developing the Boroughs 21st century business economy

- 3.3 The three key objectives at the heart of the strategy are;

People

To unlock the potential of Haringey residents through increasing skill levels, and raising employment so that they can contribute to and benefit from being part of one of the most successful cities in the world.

Places

To transform Haringey into a place in which more people want to live and invest by using the opportunity of major sites and key locations to create positive change.

Prosperity

To develop a 21st century business economy that offers opportunities for sustainable employment and enterprise, to help make Haringey a place that people want to work and visit.

4. Context

- 4.1 The council and its partners have been pursuing an active regeneration programme for many years. When the first Community Strategy was created in 2003 it was felt that regeneration was the main objective of the Council. Consequently the Community Strategy 2003-2007 acted as the Council's regeneration strategy. Following adoption of the Community Strategy we have made major steps forward in regeneration including major applications on key sites and the development of innovative employment and training initiatives, including the Haringey Guarantee.
- 4.2 Despite great individual project successes, it is felt that greater benefits could be derived through 'joined up' working between projects. Putting a clear regeneration strategy in place will address this. The development of the strategy also builds upon the thinking behind the creation of the Urban Environment Department which integrates environmental, planning and regeneration services.
- 4.3 The recently adopted Community Strategy (2007-2016) sets out the overarching approach the Borough will take to maintaining and improving Haringey. The Regeneration Strategy has been designed as a principal

component in the delivery of the Community Strategy objective 'economic vitality and prosperity shared by all'.

5 The Purpose of the Regeneration Strategy

5.1 The Regeneration Strategy is intended to be a concise summary of the regeneration priorities for the Borough. In order to achieve this, and maximise the chances that the strategy will be read and utilised by partners, the Regeneration Strategy has been designed to be short and easy to read and comprehend. It will eventually be accompanied by a three year action plan outlining projects and key milestones.

5.2 The focus of the strategy is very clearly on economic regeneration. Whilst there are a wide variety of local authority activities that contribute to regeneration, including all of them within the Strategy would dilute the focus of the plan and risk creating an alternative Community Strategy. For example, housing will have a key role to play in realising the development of major sites. However, the regeneration strategy is not the housing strategy for Haringey. The strategy is a subset of our community strategy and explains how we will deliver parts of it.

5.3 The strategy is a deliberate attempt to move away from the kind of document that lists everything that could be done to impact on the regeneration of the Borough. Instead, it states clearly the areas we intend concentrating on and avoids listing areas that, whilst of concern do not constitute priorities.

5.4 The Strategy will help;

- To ensure we have a clear idea of how regeneration activity will contribute to the goals of the Community Strategy.
- To have a clear vision so that partners, neighbouring boroughs and regional bodies can see how we will work together to regenerate Haringey.
- To have a clear direction for regeneration activity so that mainstream council services can be clear how they can contribute to it.
- To ensure individual regeneration projects can clearly be designed and delivered so they contribute to core objectives.
- To ensure the impact of all regeneration activity is greater than its individual components.

6. Strategic Implications

6.1 The Strategy has been designed as a principal component in the delivery of the Council's Community Strategy objective 'economic vitality and

prosperity shared by all'. The Strategy can be seen as a subset of the Community Strategy - explaining how we will deliver parts of it.

- 6.2 The Strategy complements and is consistent with Government Office for London's (GOL) recently launched 'Development Investment Framework', the London Development Agencies (LDA) priorities for Haringey and the wider London region and the North London Strategic Alliance (NLSA) vision for the Upper Lee Valley.
- 6.3 Delivery of the Strategy will be key in meeting both LAA mandatory outcomes (reduction in benefits claim rates and a reduction in the difference between claim rates for England and wards in Haringey with the worst initial position) and stretch targets (reduction in the number of number of people from priority neighbourhoods helped into sustained work and a reduction in the number of residents on Incapacity Benefit).
- 6.4 The Strategy also reflects and will contribute to achieving the national floor targets relevant to enterprise and employment and skills. These are increasing Haringey's overall employment rate, increasing the employment rate of target groups, increasing the number of new VAT registrations and increasing the self employment rate.

7. Consultation

- 7.1 Following agreement of the Draft Statement by Haringey Councils Cabinet on the 20th September 2007, formal consultation with partners and stakeholders commenced.
- 7.2 Central to consultation efforts was a major 'People, Places, Prosperity' conference held on October 29th 2007 at the Bernie Grant Arts Centre. The conference was successful in attracting over 150 delegates from a broad range of public, private and voluntary sector backgrounds.
- 7.3 The purpose of the Conference was to;
 - Provide an opportunity for a wide cross section of our partners to contribute to the development of the statement and to create ownership of the final document
 - Showcase what is going on in Haringey to the sub regional agencies such as the LDA and GLA
 - Bring together all the people involved in regeneration to help them to understand the connections between their area of work and other regeneration projects and programmes.
- 7.4 The Conference included presentations on the national and regional context in which the Regeneration Strategy was developed and touched on key issues, such as inclusion and place-making. This was used as the

backdrop for lengthy group discussions amongst participants on the broad strategic themes of the Strategy and key issues within them.

- 7.5 The Draft Strategy and the Conference was also publicised through the local media. This was linked to the availability of the strategy on the Haringey website.
- 7.6 HSP partners were circulated with copies of the Draft Strategy and many attended the conference. The Draft Strategy was discussed at the Enterprise Theme Board.
- 7.7 Over 40 comments on the strategy were generated by the conference, emails and the return of reply slips included as part of the published draft strategy document. It is of note that the majority of respondents considered the brevity and focus of the strategy to be a very positive aspect of the document.
- 7.8 Care has been taken throughout the consultation process to resist adding into the strategy everything that could be done to impact on the regeneration of the Borough. To do so would result not in a short concise statement of priorities, but in a rival Community Strategy.

8. Delivery Arrangements

- 8.1 Subject to agreement, the HSP will act as the key mechanism for providing strategic co-ordination and input from Partners. The HSP Theme Boards will be asked to take responsibility for overseeing relevant streams of the regeneration programme.
- 8.2 Following endorsement by the HSP, a Delivery Plan will be prepared. The Plan will set out in detail the way in which the vision will be turned into action. The Delivery Plan will be a rolling 3-year document and will be reviewed and updated annually. It will set out by theme the key initiatives that will deliver the strategy, a timetable for delivery, detail funding and resourcing implications and include measurable milestone and outcome targets. The targets will reflect and be complement LAA and national economic development targets. It will be against these indicators that the success of the strategy will be gauged. The Plan will also set out clear Haringey Council and / or partner leads for each programme stream or project.
- 8.3 Responsibility for overseeing implementation will be taken by the Council's Regeneration Stream Board. This will deal with strategic programme delivery issues and receive detailed half-yearly monitoring reports on progress. Annual reports on progress will be presented to Cabinet.
- 8.4 The Council already monitors key regeneration indicators including unemployment, NEETS, VAT registrations, etc. This information will be

used to assess the broad impact of the Regeneration Strategy over the long term.

9 Conclusion

- 9.1 The Regeneration Strategy marks a significant step forward in thinking about regeneration in Haringey. Whilst in the past the Council has pursued a wide range of successful projects, it has not always maximised benefit through 'joining' them up. By providing a framework which better ties together activities and gives them clear focus, Haringey will be well placed to capitalise on the major opportunities that currently present themselves.

10 Recommendation

It is recommended that;

- 10.1 The Haringey Strategic Partnership endorse the Regeneration Strategy
- 10.2 The Delivery Plan through which the strategy will be delivered, is brought to the HSP for endorsement by the end of March 2008.

The HSP agree to act as the key mechanism for providing strategic co-ordination and input from Partners & the Theme Boards be asked to take responsibility for overseeing relevant streams of the regeneration programme.

11 Appendices

- 11.1 The Regeneration Strategy is attached in Appendix 1.

APPENDIX 1

The Haringey Regeneration Strategy

Introduction

Haringey is part of London - one of the world's most successful global cities. As a consequence of its success, London faces major pressures. Government has identified the shortage of housing and set ambitious targets. The match between skills of residents and the skills needed by the economy is poor. Five of the eight local authority areas with employment below the EU average are located in the capital. Traditional employment is being squeezed out by rising costs and globalisation. These are the challenges that London Boroughs must face up to.

The Haringey Context

- Haringey is strategically located in the London-Stansted growth corridor. With strong links to the City, West End and Stansted Airport the Borough is very well placed for both business and commuting.
- We are part of an economic powerhouse. The area of Inner London, which includes Haringey, generates 12% of the UK's wealth.
- By 2016 approximately 350,000 new London jobs will have been created within one hours commuting time of Haringey. These include the exciting new opportunities being created at Stratford City and the Olympic 2012, accessible by rail in 15 minutes from Tottenham Hale.
- The Upper Lee Valley (ULV), including major sites around Tottenham Hale, forms the largest Opportunity Area in London as defined in the London Plan. The London Plan targets the provision of 25,000 new homes in the ULV by 2016.
- Haringey Heartlands and Tottenham Hale are defined as Key Growth Locations in the London Plan. Between them, these sites alone could generate over 900 new jobs and 8000 new homes. They present a 'once in a lifetime' opportunity for the Borough.
- Despite its major advantages, 28% of Haringey residents live in areas that are amongst the 10% most deprived in the country. 90% of these deprived areas in Haringey are in Tottenham.
- The employment rate in Haringey is 69% compared to 74% nationally. There are 47,000 workless residents in Haringey, of whom 12,150 people are in receipt of Incapacity Benefit, 6,720 people in receipt of JSA. 1,800 workless residents would like to find work.
- Government has an aspirational target for full employment of 80%. This sets a target for Haringey of 16,600 extra people into employment – *getting those who want to work into work*. This presents a huge, but not insurmountable, challenge.

- Haringey's high levels of worklessness are linked to housing tenure. The 2001 Census found that the employment rate in Haringey amongst those aged 16 to 74 of the population living in social housing was only 36% compared to 56% for all people aged 16 to 74 living in the borough.
- Haringey is characterised by its polarised skills base. Some 21% of the Borough's working age population has a level 1 or below qualification while 40% have a level 4 or above qualification.
- The level of qualifications held by Haringey's working age population varies significantly between the east and west of the Borough. In Hornsey and Wood Green only 6.8% of residents have no qualifications compared with 22% in Tottenham. Some 54% of Hornsey and Wood Green residents have a level 4 or above qualifications compared with just under 25% in Tottenham. Currently 43% of jobs in London are filled by employees with level 4 (degree level) and above qualifications. GLA Economics forecasts that by 2020, the demand for highly skilled workers will increase to the extent that 50% of employees in London will have a level 4 qualification.
- Haringey is home to 8,500 businesses that together employ 61,000 people. The Borough accounts for 2.2 per cent of all business in London and 2.2 per cent of all employment across London.
- The public sector is the biggest employer in the borough accounting for 27.9 per cent of all employment.
- The share of manufacturing employment in Haringey has declined from 12.7 per cent in 1998 to 7.5 per cent in 2006.
- 22% of Haringey businesses cite the size of their current premises as a 'major problem'.
- The Haringey business community is dominated by microbusinesses. 77% employ between 1 and 4 people, 13% more than the national average.
- Across Haringey rates of self-employment, a useful barometer in identifying trends in entrepreneurship and enterprise, are rising and currently stand at 18%. However, levels in Tottenham are very low at just 5.2% and even lower in certain deprived areas and sections of the community.
- Haringey benefits from the activities of many enterprising and economically active individuals who work within the voluntary and community sector but who do not perceive themselves working within 'enterprises'. There are 754 known organisations within this sector in the Borough, the majority based in Tottenham.

Why do we need a Strategy?

Our Regeneration Strategy will ensure that maximum regeneration impact is realised from the major development projects within the Borough, making certain that individual regeneration projects are designed and delivered so that they contribute to core objectives. It will also ensure that links are forged with the opportunities that are being created in the wider London region and that mainstream Council services are oriented to best serve Haringey's regeneration objectives.

A clear strategic vision will help partners, neighbouring boroughs and regional bodies to understand how we can work together to regenerate Haringey. It will ensure that the impact of all regeneration activity is greater than the sum of its individual components.

The strategy brings together work already underway - for example, The Haringey Guarantee - with new areas of activity - for example, working more closely with mainstream Children Services. It has been designed as a principal component in the delivery of the Council's Community Strategy objective 'economic vitality and prosperity shared by all'.

The Strategy covers the period 2008 to 2016.

The Haringey Track Record

Regeneration is at the heart of Haringey Council activities and we have a strong track record to build on.

- We have succeeded in our ambition to create a thriving creative and cultural industries cluster in Wood Green, based around the revitalisation of the nationally renowned Chocolate Factory
- We have taken major steps towards the re-development of Haringey Heartlands. Implementation of the First Phase has already delivered 622 new homes as part of the New River development.
- From completion of masterplanning for Tottenham Hale, we agreed outline planning applications for Tottenham Hale within a 12 month period. Whilst this was not an 'easy option', the Council recognised that important opportunities such as this need to be driven forward with determination.
- The Council was a pivotal element of the partnership that delivered the impressive Bernie Grant Arts and Cultural Centre. The Council saw the potential of this project as a key element in the strategy to revitalise the High Road and the east of the Borough. It provides a focal point for life on the High Road, brings new visitors to the area and challenges perceptions of Tottenham.
- We have launched the innovative, employer-led Haringey Guarantee offering clear pathways into work. Since its launch in the summer of 2006, 149 people have been helped into sustained employment. Our approach has attracted widespread acclaim. Currently focused on 12 wards, the programme will be rolled out across the Borough.
- Haringey recognises that regeneration is about more than just 'projects'. It must also be about shaping mainstream activities to ensure they make the maximum contribution to our objectives. Here to, the Council has made excellent recent progress. Our efforts to raise educational attainment, for example, have made Northumberland Park School one of the fastest improving schools in the country and have led to a dramatic turnaround in performance across the Borough. In an increasingly knowledge based economy we will continue to make the most of our biggest regeneration asset – Haringey people.

The Haringey Vision

To transform the Borough and the way in which it is perceived by creating economic vitality and prosperity for all through exploitation of Haringey's strategic location in a global city, major development site opportunities and by developing the Boroughs 21st century business economy.

Objective 1: People

To unlock the potential of Haringey residents through increasing skill levels, and raising employment so that they can contribute to and benefit from being part of one of the most successful cities in the world.

Priorities

This objective will be achieved through innovation in the way in which we develop and implement projects and by challenging established ways of working that do not deliver long-term sustainable outcomes. To support this evaluation will be embedded across the programme to assess the impact of activities. Emphasis will be placed on initiatives that add value to existing services and which are easily replicated and up-scaled.

Our key priorities are;

- Creating strong links with Central London and major opportunity areas where significant job growth is projected including Stratford and the Olympic 2012, Brent Cross and Stansted Airport.
- Position key developments in the Borough to ensure they create jobs for local people
- Reducing worklessness through needs driven, employer-led programmes such as the Haringey Guarantee.
- Focusing skills development on key growth sectors, ensuring that employers have access to the skills they require.
- Raising educational attainment at school to ensure people have the skills and aptitude for work in an increasingly knowledge based economy.
- Targeting of key groups; young people, Incapacity Benefit claimants, users of Council Services and the low skilled.
- Ensure mainstream services, such as childcare and nursery provision, are clearly focused on the challenge of worklessness.
- Ensure clear, co-ordinated 'packages' of services – benefits advice, childcare, etc - are offered to help people into and to stay in employment

Objective 2: Places

To transform Haringey into a place in which more people want to live and invest by using the opportunity of major sites and key locations to create positive change.

Priorities

This objective will be achieved by bringing forward ambitious, mixed use flagship schemes. These will create attractive sites for new business, drive the growth our key sectors and provide high quality living opportunities and new employment.

Underpinning these bold developments will be an emphasis on sustainability and quality, promotion of mixed and balanced communities, improved diversity of housing opportunity and the need to improve the supply of high-quality office and workspace in the borough.

Our key priorities are;

- Transforming Tottenham through one of London's biggest place-making schemes. This includes delivery of a new town centre and major waterside residential development at Tottenham Hale, re-vitalising the area around Seven Sisters and maximising gateway opportunities centred on Tottenham Hotspurs FC to the north of the High Rd.
- Securing the position of Wood Green at the heart of the North London economy by driving forward major mixed use development on the Haringey Heartlands east and west sites. The new development will closely complement Wood Greens existing facilities, creating an urban centre for the 21st century.
- Transforming the Lee Valley by taking full advantage of its status as one of the major business and housing growth locations for London. Working closely with partners in Enfield and Waltham Forest, our focus will be on delivering of the ambitious North London Strategic Alliance (NLSA) vision for the area.
- Recapturing the Victorian vision for Alexandra Palace as a cultural, leisure and entertainment centre for the benefit of London.
- Maximising the potential of cultural landmarks to create a place in which people want to live and work. This will include the redevelopment of Hornsey Town Hall as a centre-piece for the town centre in Crouch End.
- Ensuring that those neighbourhoods in Haringey that suffer acute long term poverty and deprivation are linked and integrated with the bold, new developments and the opportunities they offer, to create places in which people want to live and stay.
- Attracting investment from central and regional government for improvements to transport & infrastructure to support the development of sites and ensure transport routes effectively connect people to key job growth locations

Objective 3: Prosperity

To develop a 21st century business economy that offers opportunities for sustainable employment and enterprise, to help make Haringey a place people want to work, visit and invest in.

Priorities

This objective will be achieved by recognising the needs and aspirations of businesses, investors and consumers. Our programme will provide the necessary support and infrastructure with which businesses can grow and develop within the Borough and offer investors and consumers attractive opportunities to engage with the Haringey economy.

Our key priorities are;

- Unlocking the entrepreneurial talent in our most successful growth sectors. These are;
 - cultural & creative industries
 - food and drink production and distribution
 - professional services
 - hospitality, leisure & tourism
 - retail
- Making full use of the opportunities offered by new developments in the Borough to create business space that better matches the needs of business, in particular our growth sectors.
- Provision of good quality, simple to access, business support that businesses want and value.
- Capitalising on Haringey's locational advantages and the exciting new developments in the Borough by marketing a dynamic, changing Haringey in order to generate new investment.
- Delivering high quality Town Centres to ensure they thrive in a changing leisure and retail environment and meet the needs of ever-more demanding consumers.
- Building on Haringey's young, ethnically diverse community to take full advantage of innovation and global trade opportunities and promote entrepreneurialism
- Make the relationship with the Council an *asset* for business by improving the quality & responsiveness of Council services. This will help both retain existing businesses and encourage new ones to invest in the Borough.
- Using the enormous procurement and purchasing power of businesses, especially the public sector, to create opportunities for local businesses including social enterprise businesses.



haringey strategic partnership

MEETING: Haringey Strategic Partnership – 11 February 2008

Title: Core Strategy Draft Issues and Options

1. Purpose:

1.1 To inform the HSP on Haringey's Core Strategy and seek HSP members' initial comments and observations on the Core Strategy Issues and Options document

2. Summary:

Haringey's planning policies are contained in the Unitary Development Plan. In line with the requirements of the new planning rules, Haringey will need to replace its current planning policy document (Unitary Development Plan) with a new set of policies in the next three years. The main document in this new set is known as the Core Strategy.

The **Core Strategy** sets out the overall aims for how land in Haringey should be used up until 2020. It is a spatial plan which means that it includes economic, social, cultural and ecological policies. It links together the objectives from the other plans and strategies for Haringey to form a set of objectives that will be applied to all applications for development in the borough. It includes the priorities from Haringey's Sustainable Community Strategy, and the Mayor's London Plan. The Core Strategy will outline how the council and its partners will deliver local and strategic development needs including housing, employment, and leisure and retail provision. Haringey Strategic Partnership has a crucial role to play in this process

The Council will be consulting local people and stakeholders on Haringey Core Strategy Issues and Options Paper during February-March 2008. This is the first stage in developing the Core Strategy.

3. Recommendation:

3.1 To note the process for the Core Strategy and the Issues and Options Paper (summary is attached)

3.2 To agree a way forward for Haringey's strategic partners input to the emerging Core Strategy.

Lead Officer: Sule Nisancioglu, Head of Planning Policy and Design

4. Introduction

4.1 The Council adopted its Unitary Development Plan (UDP) in July 2006. The Planning and Compulsory Purchase Act 2004 requires the Council to replace its UDP with a new Local Development Framework (LDF). The Council must prepare a Core Strategy to replace the strategic policies and objectives of the Unitary Development Plan.

4.2 The Core Strategy is a strategic document and seeks to coordinate and deliver other strategies, plans and programmes, based on the concept of spatial planning. There is no single definition of spatial planning, but it can be defined by six principles:

- o Vision - how an area will develop and change
- o Goes beyond land use planning
- o Strengthened community involvement
- o Helps to deliver other strategies and programmes
- o Flexible - responds to the need for change
- o Focused on implementation and planned investment

4.3 An outline timetable for the Core Strategy is given below. The Issues and Options report represents the first public consultation stage and will be followed by a further public consultation on the preferred options and an Examination in Public.

Timetable for the preparation of the Core Strategy	
Milestone	Date
Public consultation on Issues and Options	Feb-March 2008
Publish and Consult on Preferred Options	June /July 2008
Submission to the Secretary of State	November 2008
Pre-Examination Meeting	March 2009
Examination in Public by Planning Inspectorate	May 2009
Inspectors Report	October 2009
Adoption	December 2009

5. What is a Core Strategy?

5.1 The Core Strategy, when adopted, will be the main development plan document for Haringey. It will set out a spatial (geographic) vision and objectives for the Borough up to 2020 and will contain key policies and implementation and investment framework to deliver the vision.

5.2 The Core Strategy should identify sufficient land for new development to meet local and strategic needs as well as taking account of community and other stakeholder aspirations in terms of the location of development. It will set out the broad locations for delivering housing and other strategic

development needs such as employment, retail, leisure, community, essential public services and transport infrastructure. It will also address the links between planning and climate change.

5.3A Core Strategy cannot be developed in isolation. It must be consistent with national planning policy and in general conformity with the London Plan. In turn, all development plan documents and supplementary planning documents should be in conformity with the Core Strategy.

5.4 The Core Strategy, Sustainable Community Strategy and Local Area Agreement (LAA) documents need to be closely aligned to deliver the strategic objectives. A practical guide produced by the DCLG's "Planning Together: Local Strategic Partnerships and Spatial Planning" gives examples of how planning policy can achieve LAA outcomes.

Outcomes	Planning Contribution
Health & Wellbeing	<ul style="list-style-type: none"> • parks, recreation and sports provision, transport, walking and cycling, air quality, access to goods and services, strong economies and access to employment
Combating Climate Change	<ul style="list-style-type: none"> • transport, walking and cycling, energy supply, recycling, housing design and renewal, bio-diversity, access to goods and services, minerals and waste, flood risk
Safer Communities	<ul style="list-style-type: none"> • licensing decisions, design, landscaping, recreational and sports provision, transport
Vibrant and Sustainable Neighbourhoods	<ul style="list-style-type: none"> • housing, strong economies and access to employment, social and community infrastructure, transport, walking and cycling, service co-location, safe and green environments, school provision and design
Social Inclusion	<ul style="list-style-type: none"> • equal access to goods and services, transport, strong economies and access to employment, housing quality and housing provision, affordable energy, involving communities in plan making
Economic Development	<ul style="list-style-type: none"> • availability of employment sites and access, transport, social and environmental infrastructure, housing – location, accessibility, levels and type of tenure, access to goods and services, energy provision

5.5 The first stage of the Core Strategy process is to identify issues and options for Haringey. However, the Council is not starting from a 'blank sheet' - issues and priorities will be identified from the following:

- National planning policy and advice
- The London Plan and Mayor of London's strategies
- Haringey's Sustainable Community Strategy
- The Council's key plans and strategies, including the Unitary Development Plan and emerging strategies such as the draft Regeneration Strategy and Greenest Borough Strategy
- Other external plans and strategies, such as the Primary Care Strategy
- Sustainability objectives and key issues and opportunities identified in the Core Strategy Sustainability Appraisal Scoping Report
- An evidence base of research and studies and the emerging Borough Profile.

Producing a 'sound' Core Strategy

5.6 Final version of the Core Strategy will be subject to an independent examination by a planning inspector. Planning inspector will assess the soundness of the document and will apply nine tests.

5.7 One of the key tests is the strength of the evidence base. The Strategy should have clear, up-to-date evidence base for its preferred options. A number of supporting documents are being undertaken as part of the process, including a sustainability appraisal, strategic flood risk assessment, a habitats assessment and an equalities impact assessment.

5.8 A Core Strategy should be based upon an appropriate level of community involvement. Strengthening community and stakeholder involvement in planning is a key principle underlying the new planning system. The process is focused on community engagement at an early stage when developing issues and options.

5.9 Test of soundness will also assess the level of corporate working and "joined-up" approach to developing the Strategy. Another test is the level of partnership working where relevant including Haringey Strategic Partnership and neighbouring Boroughs.

5.10 The Core Strategy will contain an infrastructure implementation and investment plan which will refer not only to private sector and Council investment and initiatives, but also to planned investment from other service providers. This investment plan should link with the implementation of the Community Strategy and LAA outcomes.

6. 0 Next Stages:

6.1 The Issues and Options report represents the first stage of the Core Strategy. Following the Cabinet approval in December 2008, the Council will start consultation on draft Issues and Options paper in February 2008. Responses to the issues and options will inform the preparation of 'preferred options' which will be subject to a further period of public consultation.

6.2 The Issues and Options paper will be presented to Haringey Strategic Partnership in February and partners input will be sought in shaping the preferred options and also the development of the infrastructure and investment plan.

APPENDIX 1: Strategic Framework for Issues and Options Paper

The issues and options report identifies future challenges which are cross-cutting themes for the Core Strategy. The key challenges are:

- Climate change
- Demographic change
- Use of resources
- Health and well-being
- High quality design
- Equality and inclusion
- Economic change
- Technological change
- Transport
- Crime and safety
- Sub-regional issues

It then develops strategic priorities from the Haringey's Sustainable Community Strategy and the Council's key plans and strategies.

Vision and Spatial Objectives

The Core Strategy issue and options report proposes a vision and objectives for the future development of the borough. It is proposed that the Council use the vision from the Sustainable Community Strategy as the overarching vision for the Core Strategy, which is to:

"A place for diverse communities that people are proud to belong to"

The spatial objectives take forward the strategic priorities identified above and set out the basis for the Core Strategy and its key policies. These objectives also link with the sustainability appraisal objectives. The proposed spatial objectives are as follows:

An environmentally sustainable future

- To limit climate change by reducing CO2 emissions
- To adapt to climate change by improving the sustainability of buildings against flood risk, water stress and overheating.
- To manage air quality within the borough by travel planning and promotion of walking and cycling.
- To protect and enhance the quality of water features and resources.
- To reduce and manage flood risk.
- To increase energy efficiency and increase the use of renewable energy sources.
- To ensure the sustainable use of natural resources – by reducing, reusing and recycling waste and supporting the use of sustainable materials and construction methods.
- To manage air and noise pollution and land contamination
- To promote the use of more sustainable modes of transport.

Managing development and areas of change

- To manage growth in Haringey so that it meets our needs for homes, jobs and services, is supported by necessary infrastructure and maximises the benefits for the local area and community and the borough as a whole.
- To provide homes to meet housing needs, in terms of affordability, quality and diversity and to help create mixed communities.
- To promote the efficient and effective use of land whilst minimising environmental impacts.
- To strengthen the role of town centres as accessible locations for retail, office, leisure and community uses and new homes.

A safer, attractive and valued urban environment

- To promote high quality buildings and public realm to improve townscape character
- To promote safe and secure buildings and spaces.
- To promote a network of quality, accessible open spaces as areas for recreation, visual interest and biodiversity.
- To protect and enhance the Borough's buildings and areas of architectural and historic interest.

Economic vitality and prosperity shared by all

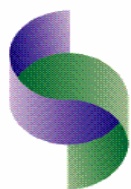
- To reduce Worklessness by increasing skills, raising educational attainment and improving childcare and nursery provision.
- To enhance the environmental quality and attractiveness of the borough's town centres in response to changing economic and retail demands.
- To link deprived areas with the employment benefits arising from the development of major sites and key locations in the borough and to improve access to new employment opportunities outside of the borough.
- To meet the needs of different sectors of the economy, including SMEs and those organisations within the voluntary sector through the provision of a range of premises of different types, sizes and costs.

- To support the development of Haringey's most successful growth sectors.

Improving Health and Community Well-being

- To improve the health and wellbeing of Haringey's residents by reducing inequalities in access to health services and promoting healthy lifestyles.
- To improve the provision of, and access to, education and training facilities
- To improve access to local services and facilities for all groups
- To ensure that community, cultural and leisure facilities are provided to meet local needs.

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MEETING: Haringey Strategic Partnership - 11 February 2008

Title: New Style Local Area Agreement (LAA) 2008/09

1. Purpose:

- 1.1 To update the Haringey Strategic Partnership on progress in agreeing the 35 targets for the new Local Area Agreement (LAA).
- 1.2 To set out the next steps for preparing for the negotiation and final agreement of the LAA with Government Office for London and other Government Departments.

2. Recommendations:

- 2.1 That the HSP note the suggested changes by Government Office for London.
- 2.2 That Thematic Boards review their current selection of improvement targets and suggested changes from the Government Office and finalise their selection by prioritising up to 35 improvement targets in total and a set of local indicators.
- 2.3 That the Performance Management Group continues to oversee the development of the new LAA including the 'story of place' and supporting evidence.

Lead Officer(s): Eve Pelekanos- Head of Policy and Performance Margaret Gallagher and Catherine Cobb – Policy and Performance

3. Background

- 3.1 The Local Government and Public Involvement in Health Act 2007 requires local strategic partnerships to have in place new Local Area Agreements by June 2008. These are to include up to 35 improvement targets negotiated with Government.
- 3.2 Haringey Strategic Partnership is well on its way in selecting the 35 targets. A positive second meeting between the Performance Management Group and Government Office for London took place on 25 January 2008 confirmed that the partnership is on track to meet the June

deadline and that the targets selected are on the whole the right ones. However, GOL have made a number of suggestions on the Partnerships proposed indicators. These are listed in Appendix 1 for the Partnerships consideration.

3.3 The Thematic Boards need to consider the proposed changes and agree their final selections. It needs to be noted that there can only be a maximum of 35 improvement targets, therefore any indicators added to the list of 35 have to be balanced by the removal of others. However there is no limit to the number of local indicators within the LAA as no targets or negotiated stretch will need to be agreed with central government for these.

4 Next Steps

Activity	By When
Thematic Board finalise their selection of indicators	29 February 2008
Workshops to agree action plans linked to new Performance Management Framework	28 March 2008
Agreement with GOL of 35 indicators	31 March 2008
Boroughs notified of DCSF statutory targets	April 2008
Negotiation on indicators and targets between partnership and GOL	April to June 2008
Final Ministerial sign off of Local Area Agreement	June 2008

Appendix 1 LAA Improvement Indicators and proposed changes

Better Places	Suggested Changes
<ol style="list-style-type: none"> 1. NI 192 Household waste recycled and composted 2. NI 186 per capita CO2 emissions in the LAA area – domestic housing 3. NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting) <ul style="list-style-type: none"> ▪ Number of Green Flag parks – Local Indicator ▪ NI 175 Access to services and facilities by public transport (and other specified models) – Local indicator 	
Safer Communities Executive Board	
<ol style="list-style-type: none"> 4. NI 35 Building resilience to violent extremism 5. NI 40 Drug Users in effective treatment 6. NI 15 Serious violent crime rate 7. NI 16 Serious acquisitive crime rate 8. NI 111 First time entrants to the Youth Justice System aged 10-17 9. NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police 	<p>PMG proposed NI 32 repeat incidents of domestic violence be considered as a local indicator</p> <p>The inclusion of re-offending measures were suggested by GOL:</p> <ul style="list-style-type: none"> NI 18 adult re-offending rates for those under probation supervision NI 19 rate of proven re-offending by young offenders NI 38 drug-related (class A) offending rate NI 43 young people within the youth justice system receiving a conviction in court who are sentenced to custody. <p>GOL proposed consideration be given to replacing NI 39 alcohol-harm related hospital admission rates with NI 20 assault with injury crime rate.</p>

Children and Young People	
<p>10. NI 51 Effectiveness of CAMHS services</p> <p>11. NI 54 Services for disabled children</p> <p>12. NI 112 Under 18 conception rate</p> <p>13. NI 198 Children travelling to school I- mode of transport usually used</p> <p>14. NI 113 Prevalence of Chlamydia in under 20 years olds</p> <p>15. NI 126 Early access for women to maternity services</p> <ul style="list-style-type: none"> ▪ NI 60 Core assessments children's social care that were carried out within 35 working days of their commencement – Local Indicator ▪ NI 53 Prevalence of breastfeeding at 6-8 weeks from birth – Local Indicator ▪ Increase the % of children immunised by the 2nd birthday – Local Indicator ▪ Victim support services for children and young people – Local Indicator 	<p>GOL proposed NI 198 children travelling to school – mode of transport be moved to a local indicator and NI 56 obesity among primary school age children in Year 6 become the main indicator sitting above it</p> <p>GOL suggested NI 116 proportion of children in poverty be considered as a one of the 35 improvement targets</p>
Integrated Housing Board	
<p>16. NI 154 Net additional homes provided</p> <p>17. NI 158 % of decent Council homes</p> <p>18. NI 156 Number of households living in temporary accommodation</p> <ul style="list-style-type: none"> ▪ NI 155 Number of affordable homes delivered (gross) – Local Indicator 	<p>GOL proposed NI 158 % of decent council homes could be a local indicator</p>
Wellbeing	
<p>19. NI 8 Adult participation in sport</p> <p>20. NI 123 16+ current smoking rate prevalence</p> <p>21. NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating</p> <p>22. NI 39 Alcohol-harm related hospital admission rates</p> <p>23. NI 121 Mortality rate from all circulatory diseases at ages</p>	<p>LA proposed NI 128 user reported measure of respect and dignity in their treatment to be replaced with NI 119 Self-reported measure of people's overall health and well-being</p> <p>GOL proposed consideration be given to replacing NI 39</p>

<p>under 75</p> <p>24. NI 149 Adults in secondary mental health services in settled accommodation</p> <p>25. NI 135 Carers receiving needs assessment or review and a specific carer's services, or advice and information</p> <p>26. NI 141 Number of vulnerable people achieving independent living</p> <p>27. NI 125 Achieving independence for older people through rehabilitation/intermediate care</p> <ul style="list-style-type: none"> ▪ NI 128 User reported measure of respect and dignity in their treatment – Local Indicator ▪ NI 127 Self reported measure of respect and dignity in their treatment – Local Indicator ▪ % of HIV infected patients with CD4 count <200 cells per mm³ at diagnosis – Local Indicator 	<p>alcohol-harm related hospital admission rates with NI 20 assault with injury crime rate.</p> <p>GOL proposed consideration be given to moving NI 8 adult participation in sport to a local indicator</p>
Enterprise	
<p>28. NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>29. NI 117 16 to 18 year olds who are not in education, training or employment (NEET)</p> <p>30. NI 79 Achievement of level 2 qualifications by aged 19</p> <p>31. NI 171 VAT registration rate</p> <ul style="list-style-type: none"> ▪ The number of in-work families claiming working families tax credit and child tax credit – Local Indicator 	<p>GOL proposed NI 180 changes in housing benefit/council tax benefit new claims and change events be considered as an improvement target</p>
HSP	
<p>32. NI 4 % of people who feel that they can influence decisions in their locality</p> <p>33. NI 140 Fair treatment by local services</p> <p>34. NI 6 Participation in regular volunteering</p> <p>35. NI 1 % of people who believe people from different backgrounds get on well together in their local area</p>	<p>HAVCO proposed NI 7 environment for a thriving third sector to be included as one of the 35 improvement target</p>



MEETING: Haringey Strategic Partnership – 11 February 2008

Title: Quarterly Review of Haringey's Local Area Agreement 'Stretch Targets'

1. Purpose:

1.1 To provide an update on progress against the Local Area Agreement Stretch Targets including an analysis of direction of travel and likely end of year one outcome.

2. Summary:

2.1 Good progress has been made in the last quarter with improvements in performance and positive progress towards targets seen in 12 of the 13 stretch targets. A key area of focus for the last quarter of 2007/08 is helping people claiming incapacity benefit into sustained employment.

3. Recommendation:

3.1 To review progress and actions in place to achieve the 13 stretch targets.

**Lead Officer(s) Eve Pelekanos; Head of Policy and Performance
Margaret Gallagher; Performance Manager
Catherine Cobb; Project Manager**

4. Background

4.1 Thirteen stretch targets were negotiated and agreed in Haringey's Local Area Agreement (LAA). They currently sit alongside around 50 mandatory indicators which measure outcomes in areas where we receive funding such as Neighbourhood Renewal Fund (NRF) and the Safer, Stronger Communities Fund (SSCF).

4.2 This report presents Quarter Three progress against the thirteen stretch targets. Targets have been presented under their relevant LAA block and detail both the interim year target as well as the overall three year target. The performance reward grant attached to each element of the targets is also shown.

5. Healthier Communities and Older People

5.1 Smoking cessation; increase in the number of quitters living in N17

Performance in both Quarter 1 and Quarter 2 has exceeded target significantly with 48 quitters against a target of 33 in Quarter 1 and 49 quitters against a target of 34 in Quarter 2. Quarter three figures will be available by the end of February 2008.

It is expected that there will be a higher number of smoking quitters in the last quarter of the year as the various projects progress. The assumption is that there will be 68 smoking quitters in Quarter 3 and an additional 135 in Quarter 4. There is an obvious risk attached to this assumption although the Haringey Teaching Primary Care Trust (HTPCT) are confident that this target will be met. Actions for 2007/08 include the recruitment of a stop smoking advisor and community advisors for the N17 area as well as increasing access to clinics and targeted marketing.

5.2 The percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week, as measured by the Active People Survey.

There is no update on the Active People Survey, however, proxy measures show encouraging signs with leisure centre usage on usage up 4.4% on 06/07 and is on target, the number of Active card holders is 8,316, up 9.9% against target of 7,563. The Active Participation Survey is to be conducted annually from October 2008.

5.3 Improve living conditions for vulnerable people ensuring that housing is made energy efficient, decent and safe.

(i) The tonnage of carbon not released into the atmosphere

As at December 2007 the number of homes which received energy efficiency measures was almost double the number achieved in the whole of 2006/07. This is also the case for the number of private sector non-decent homes made decent, 218 in the year to December compared with 109 in 2006/07. The project is progressing well and as the delivery mechanism used for producing results to help meet our targets starts to draw to a close, the contractor will be able to translate the number and type of energy efficiency measures into how the tonnage of carbon across the year has reduced.

Contributing to all areas of this target is the Age Concern handy persons scheme which has carried out 27 home safety audits between August and December 2007 and completed 47 follow up handyperson jobs for these vulnerable older clients in the same period.

(ii) Number of older people and vulnerable adults permanently admitted into residential and nursing care.

The year to date position as at November 2007 shows that we are on track to exceed our 2007/08 targets for both older people and vulnerable adults permanently admitted into residential and nursing care. Annual equivalent figures show 133 against a target of 155 for older people and 19 against a target of 35 for vulnerable adults, with low figures denoting good performance.

(iii) Number of accidental dwelling fires

There have been 190 accidental fires in the year from April to December 07, an annual equivalent figure shows that this is likely to be around 250 for the year 07/08, this is slightly above the target for the year of 230. This performance is worse than

last year and if the current trend continues in the last quarter of 07/08 the target may not be met. The stretch required over the 3 year period of the LAA is 12 fewer fires over three years, reaching 230 fires in 2009/10. There are a number of initiatives employed in Haringey in order to educate the community and drive down the occurrence of fires within dwellings; home fire safety visits, during which fire prevention advice given and smoke detectors (if required) are provided. School officers visit primary schools, educating children in respect of common causes of fire. Crime and Safety awareness days held in secondary schools by multi-agency initiatives and leafleting areas with literature containing fire safety messages following a fire in the vicinity.

6. Children and Young People

6.1 Number of schools achieving 'healthy school' status

Performance has improved significantly with 51 schools (65%) achieving Healthy School status in Quarter 3, up from 21 schools (27%) at the end of Quarter 1 and 28 schools (36%) in Quarter 2. Progress is monitored each term by a Quality Assurance Group and reported on a National database quarterly.

6.2 Percentage of 19 year olds with level 2 qualifications

Latest provisional figures for 05/06 (53.1%) and 06/07 (58.3%) show that the work with 14-19 has continued to produce positive results. The 06/07 provisional results indicate we are on track to meet the 07/08 target of 59%. Data for 07/08 will continue to be collected between January and March and the 07/08 result will be confirmed in the later part of 2008 due to the timeframe for collecting data from the relevant educational establishments.

The new Haringey Sixth Form Centre will offer places for over 600 young people. An increased range of courses from Pre Level 1 to Level 3 are in place through various providers in Haringey and plans are well underway to increase the provision of courses further from September 2007.

6.3 Reducing the proportion of young people aged 16 to 18 not in education, employment or training (NEET)

Connexions are currently the lead partner for dealing with young people not in education, employment and training in Haringey. As from April 2008, responsibility transfers to the Local Authority. Other partners include schools, post 16 providers, especially the sixth form centre, CONEL, work based learning providers and Haringey Adult Learning Service (HALS).

Performance over the last quarter has improved significantly and was 10.8% in October and 10.4% in November 2007. This compares to an average of 13.96% in Quarter 1 and 13.73% in Quarter 2. If we remain at this level we will meet both the year 1 target and the three year target.

However in November we are unable to track 12.4% of young people as to whether they are in education, employment or training and there is a risk that when the status of these young people is known this could increase the NEET figure. It is a condition of the reward grant for this target that this percentage does not exceed 9.9% (average) from November 2009 to the end of January '10.

Overall females remain over-represented in the NEET cohort, accounting for 53% of NEET's compared with 46% of total 16-18 cohort. Tottenham Hale had the highest number of NEET's in November followed by Northumberland Park and St Ann's.

7. Safer and Stronger Communities

7.1 Reduction in personal robbery

Performance improved between Quarter 1 and Quarter 2 from 405 to 268 offences; however the number of offences increased slightly in October and November 07. Despite this performance is on track to exceed the 2007/08 target, a 6.2% reduction or 1,692 offences with the average number of monthly offences currently 113. A number of initiatives in place have contributed to this reduction. There has been a 20% reduction in the number of offences since 06/07, this is one of the ten British Crime Survey categories that is moving in a positive direction.

The Acquisitive Crime Partnership have had several successes in the first part of the financial year these include the publication of a pocket directory of activities for young people, the establishment of a system for sharing information about 'at risk' young people and the completion of a Crime Opportunity Profiling of Streets (COPS) in two long term burglary hotspots.

7.2 Number of incidents of domestic violence which result in sanction detections

The issues with erroneous figures discussed in the last quarterly report have been resolved with GOL as part of the mid year review, we can now focus on the strong performance in this area. There have been 635 sanctioned detections (51.8%) in the year to December which scaled up equates to 847 in a year and would put us on well on track to achieve the agreed stretch. Performance is significantly better than 06/07 which had 652 detections in the whole year equating to a rate of 36.2%.

7.3 Reduction of repeat domestic violence victimisation incidents

Quarter 3 figures show that repeat victimisation incidents show an annual equivalent figure of 216, the target for 2007/08 is 191, and this indicates that the year one target is at risk of not being met. Looking at the year three target of 523 (cumulative) it appears that this is extremely challenging: Key actions which will help mitigate against this include; the police officer at Hearthstone DV advice and support centre contacting all domestic violence repeat victims who have not contacted Hearthstone and inviting them to use the service. In January 2008 a domestic violence perpetrator programme has been set up and the Police held an Athena Day targeting and arresting DV perpetrators in January, 9 people were arrested. Two more Athena days will be held in February and March 2008. It should be noted that progress has been made since 2005/06 with annual equivalent reports reducing from 339 in 05/06 to 216 as at December 2007.

7.4 Reduction in litter and detritus in Noel Park, Northumberland Park and Bruce Grove wards

The in-year data is taken from an in-house survey based on the Encams methodology. In the year to December 07 all of the three wards targeted for this target were inspected, with a total of just under 1200 inspections, the vast majority of which were in Northumberland Park and Noel Park. This is a more robust sample

than that reported on in Quarter 2 and more accurately reflects performance in these wards. We are currently exceeding the 07/08 target of 29% and have significantly improved the 06/07 result of 42% of land below acceptable level of cleanliness.

(i) Increase in the number of parks achieving Green Flag status

We have sustained the current 8 Green Flags and we will be submitting 10 parks for consideration this month for 2008/9. A total of 12 are proposed for submission in 2009/10.

(ii) The number of parks achieving Green Pennant status

Two of our open spaces have maintained Green Pennant status, 3 open spaces are being submitted for consideration this month and we are on track to hit our overall stretch target to achieve 7 green pennants by 2009/10. Sites included in our major renewal and open space capital improvement programmes are: Chestnuts, Markfield, Lordship, Noel Park, Paignton, Belmont, Falkland and Fairfax and Woodside.

(iii) The % of people who report that they are satisfied or fairly satisfied with local parks & green spaces

The baseline for this satisfaction indicator was the Local Government BVPI survey but this is only carried out once every three years. In order to track changes in perception we will monitor satisfaction levels through our quarterly Tracker Survey, Annual Parks User Survey and the Residents Survey against 2006/7 baselines. The Annual KMC Park User Survey results have recently been published and the data shows that residents think we are continually improving and the overall satisfaction score has risen by 0.24 from 6.79 to 7.03 (with 10 being the highest). This is a 10% improvement since 2003. Both Finsbury Park and Priory Park remain the top two most popular parks to visit in the borough - with Finsbury piping Priory for first position this year for the first time. The survey also showed that 79% of those surveyed felt safe or very safe while using parks, compared to 63% surveyed in 2003.

7.5 Recycling – the percentage of household waste arising sent for recycling or composting as measured by BVPI 82a(i) and BVPI 82b(i)

25.4% of waste has been recycled or composted in the year to December exceeding the 25% target for 2007/08. The Mixed Recycling Service, which enables residents to recycle plastic bottles, cardboard, food waste and garden waste, has been extended to 48,000 properties. Additional collection vehicles are on order, which means that by mid-2008 all 73,000 households currently receiving green box collections will be included in this improved service. On-site mixed-material recycling facilities are being introduced for private blocks of flats in parts of the borough during early 2008.

There are proposals to extend the trial Estates Recycling Service to all Homes for Haringey blocks, providing either doorstep or near-entry mixed-material collections and to upgrade all on-street and school recycling sites to mixed-material facilities that can accept plastic bottles and cardboard.

8. Economic Development

8.1 Number of people from the 12 worst wards helped into sustained work

Figures show that since April 2007 there have been 47 job starts which have been sustained; 30 of these were long term job seekers allowance claimants and 17 were lone parents. If this trend continues the indicator is on track to meet the 2007/08 target of 60 people helped into sustained employment.

8.2 Number of people on Incapacity Benefit for more than 6 months helped into sustainable employment – Red Traffic Light

Figures show that since April 2007 there have been no people on incapacity benefit helped into sustained employment. The 2007/08 target for this indicator is 45 all of these will now have to come on track in the last quarter. It is extremely likely that the year 1 target will be missed and this puts the three year target of 180 at significant risk.

Suggested action for improvement:

The TPCT in partnership with Tomorrow's People, an employment provider, has been working, as part of the Haringey Guarantee, to help a significant number of long-term Incapacity Benefit (IB) claimants into work. Engagement with IB claimants has been done through GP surgeries and while the response from both GPs and IB claimants has been encouraging, it has also been a challenge to tackle the significant barriers to employment that many long-term IB claimants face in such a short space of time.

To turn this around, the TPCT have introduced a Condition Management Programme (CMP) into their project, which will provide assistance to IB claimants in terms of being able to manage their health condition once they re-engage with the labour market. Extra outputs have also been commissioned as part of the Haringey Guarantee and the delivery partners all have targets in relation to getting long-term IB claimants into sustained employment by March 2008. Beyond March 2008 new contracts will be issued to providers that will have specific targets around getting long-term IB claimants into work

Through the Haringey Guarantee there are currently two long-term Incapacity Benefit claimants who have found employment and this will hopefully be sustained through to 13 weeks and beyond.

It is also worth noting that a significant number of other London boroughs, many of which are earlier round LAA areas, are facing similar challenges with their IB stretch targets. Officers from the Economic Regeneration team in the Council have attended a number of pan-London borough meetings over the past few months to share knowledge, expertise and experiences on this issue and these lines of communication will continue to be explored.

LAA Stretch Targets Performance

Green	Amber	Red	 	
Better than planned	To be kept under review	Below Expectation	Trend against last quarter performance	

Quarter Three

Appendix i

Frequency	Other Ref.	06/07 Baselines	Q1	Q2	Oct	Nov	Dec	Trend	Estimated Progress to target	07/08 Target	Reward Grant Attached	2009/10 LAA Target without/with stretch
Children and Young People												
Monthly	1	Number of schools achieving "healthy school" status Performance has improved significantly in the last quarter and the year 1 target (which had to be achieved by the end of the calendar year 2007) has been exceeded with 66% of schools achieving healthy school status against at target of 60%										
		13% (Dec 06)	21 or 27%	28 or 36%			51 or 65%	↑	Green	60% (47 schools) Stretch by Dec'07 (stretch includes medical needs PRU)	£704,419	75% without 85% with
Annual	2	% of 19 year olds with level 2 qualifications These are provisional figures for 05/06 and 06/07 and show that the work with 14-19 has continued to produce positive results. Looking at the 06/07 provisional results we are on track to meet the 07/08 target of 59%. Data for 07/08 will continue to be collected between January and March and the 07/08 result will be confirmed in the later part of 2008 due to the timeframe for collecting data from the relevant educational establishments										
		53.1%					58.3% (06/07)	↑	Green	59%	£704,419	63.3% without 68.5% with
Monthly	3	Reducing the proportion of young people aged 16 to 18 Not in education, employment or training (NEET) There has been a marked reduction in the last two months from 13.73% in quarter 2 to 10.8% in October and 10.4% in November. December 07 figures will not be available until February 08. Although, the unknown figure for November is 12.4% which is higher than usual and when the status of these young people is known this could increase the NEET figure. It is a requirement, for the reward grant to be paid, that the unknown figure is below 9.9%										
		13.20%	13.96%	13.73%	10.80%	10.40%		↑	Green	12.3% stretch 11.6%	£704,419	11% without 10.4% with
Safer and Stronger Communities												
Monthly	4	Reduction in Personal Robbery Performance has remained high following quarter 2 and we are currently on track to exceed the 07/08 target of 1692 offences										
		1804	405	268	116	113		↓	Green	6.2% reduction =1692 offences	£704,419	reduction of 6% or 112 fewer offences over 3 years
Annual	5a.	Number of incidents of domestic violence which result in sanctioned detections The year to date position is 51.8% and we are on track to exceed the year 1 target of 770 sanction detections and performance is significantly better than last year. Previous issues with this indicator have been resolved with GOL through the mid-year review and we are now on track to meet the year three target.										
		652 or 36.2%	197 or 50.5%	238 or 54.2%	61 or 50.4%	64 or 58%	75 or 46%	↓	Green	770	£352,210	2182 without 2310 with - (616)
Annual	5b.	Reduction of repeat domestic violence victimisation incidents The original baseline stated in the agreement was 201 for 06/07, on this basis an overall reduction of 22% is needed taking it to 156 repeat victimisations in 2009/10. However MPS data now shows that the 06/07 was in fact 244 and a reduction to 156 seems very challenging. Since 2005 repeat victimisations has reduced significantly and so good progress is being made in this area. Despite this, the challenging target means that there is a risk that we will not achieve this target.										
		244	213	211	207	209	216	↓	Amber	191(5%reduction)	£352,210	548 without 523 with

Frequency	Other Ref.	06/07 Baselines	Q1	Q2	Oct	Nov	Dec	Trend	Estimated Progress to target	07/08 Target	Reward Grant Attached	2009/10 LAA Target without/with stretch	
Quarterly	BV 199a 6	Reduction in litter and detritus in Noel Park, Northumberland Park and Bruce Grove wards										£704,419	24% without 20% with
		The in-year data is taken from an in-house survey based on the Capital standard methodology. In the year to December 07 all of the three wards were inspected, with a total of just under 1200 inspections, the vast majority of which were in Northumberland Park and Noel Park. This is a more robust sample than that in quarter 2 and more accurately reflects the current position. We are currently exceeding the 07/08 target of 29%.											
		42%		17%			22%	↓	Green	29%			
Annual	7	1) Increase the number of parks achieving Green Flag status 2) The number of parks achieving Green Pennant status 3) The % of people who report that they are satisfied or fairly satisfied with local parks & green spaces										£352,210 £211,326 £140,884	8 without 12 with 2 without 7 with 72% without 77% with
		We have sustained the current 8 Green Flags and we will be submitting 10 parks for consideration this month for 2008/09 and a total of 12 are proposed for submission in 2009/10. Two of our open spaces have maintained Green Pennant status, 3 open spaces have been submitted for consideration this month and we are on track to hit our overall stretch target to achieve 7 green pennants by 2009/10. The Parks Use survey has recently been published and shows that satisfaction with parks is 70%.											
		7	8	8					→	Green	-		
		2	2	2				→	Green	-			
		67% (BVPI 03/04)	72% (BVPI 06/07)	64% (wave 2 tracker)			70% (annual parks survey)	↑	Amber	72%			
Monthly	BV 82a&b 8	Recycling -The % household waste arising sent for recycling or composting as measured by BVPI 82a(i) and BVPI 82b (i)										£704,419	27.3% without 31.8% with
		Recycling and composting performance improved slightly in November to 26% meeting our 25% target.											
		25%	24.7%	24.0%	23.8%	26.0%		↑	Green	25%			
Healthier Communities and Older People													
Quarterly	9	Smoking cessation: Increase the number of quitters living in N17										£704,419	720 without 870 with
		The targets for quarters 1 and 2 have been exceeded and currently 97 smoking quitters have been achieved against a target of 67. 270 quitters are required for year 1 and the remaining are profiled for the last 2 quarters and obviously this is a significant number. Quarter 3 data will not be available until the end of February 2008.											
		Data available end of August, November, February & May											
		240	48	49				→	Green	240 stretch 270			
Proxy	10	The percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week, as measured by the Active People Survey										£704,419	22.9% without 26.9% with
		There is no update on the Active People Survey, however, proxy measures show encouraging signs with leisure centre usage up 4.4% on 06/07 and is on target, the number of Active card holders is at 8,316, up 9.9% against target of 7,563											
		22.9%						↑	Green	22.9%			

Frequency	Other Ref.	06/07 Baselines	Q1	Q2	Oct	Nov	Dec	Trend	Estimated Progress to target	07/08 Target	Reward Grant Attached	2009/10 LAA Target without/stretch	
Annual		<p>Improve living conditions for vulnerable people ensuring that housing is made energy efficient, decent and safe:</p> <p>1)The tonnage of carbon that can be reliably said to have not been emitted into the atmosphere as a result of a number of energy efficiency measures carried out in the private domestic sector with vulnerable households, as calculated by Haringey Council using the 2004 Energy Saving Trust methodology Currently the contractor hasn't provided a conversion between energy efficiency measures in place and reduction in carbon emissions this is expected at the end of the year, this means we are currently unable to say whether the target is likely to be met - only that performance is improving.</p> <p>1a Proxy) Number of properties that have received energy efficiency measures 1b Proxy) Number of private sector non decent homes made decent Progress continues to be good on the proxy measures of putting in place energy efficiency and decent homes measures. 890 energy efficiency measures and 218 decent homes measures have put in place in the year to date which is almost double that done in the whole of last year.</p> <p>2) Number of older people permanently admitted into residential and nursing care (PAF C72) b)Number of vulnerable adult permanently admitted into residential and nursing care (PAF C73) Good progress has been made on older people and vulnerable adults admitted into residential or nursing care with the year to date positions showing we are on target to meet the 07/08 target.</p> <p>3) Number of accidental dwelling fires as measured by London Fire Brigade</p>											
Quarterly													
Quarterly													
Monthly													
Monthly													
Annual	1)												
Monthly	1a)	<p>The number of accidental dwelling fires was higher in quarter 2 than quarter 1 but fell slightly in quarter 3 to 67, scaled up for 07/08 will be 253, this is higher than last year and also higher than the year 3 target of 230.</p>											
Monthly	1)	-									£563,535	1) 324 tonnes without 376 with	
Monthly	1a)	461	307	429	93	0	61	↓					
Monthly	1b)	109	66	82	31	11	28	↓					
Monthly	2a)	149	40 (160)	73 (146)	82 (141)	97 (146)	100 (133)	↑	Green	165 stretch 155	£35,221	2a) 465 without 405 with	
Monthly	2b)	23	10 (40)	8 (16)	9 (15)	14 (21)	14 (19)	↑	Green	40 stretch 35	£35,221	2b) 105 without 83 with	
Monthly	3)	234	54	69	23	24	20	↑	Amber	12 fewer fires over 3 years	£70,412	3) 242 without 230 with	
Economic Development													
Quarterly		<p>Number of people from the 12 worst wards helped into sustained work a) JCA into sustained work b) Lone parents into sustained work</p> <p>Since April 2007 there have been 47 people helped into sustained employment- 30 of these were long term job seekers allowance claimants and 17 were lone parents.</p>											
Quarterly	12a			23			30	↑	Green	30	£281,768	Nil without 120 with	
Quarterly	12b			17			17	↑	Amber	30	£422,651	Nil without 110 with	
Quarterly		<p>Number of people on Incapacity Benefit for more than 6 months helped into sustainable employment Since April 07 no one on incapacity benefit has been helped into sustained employment</p>											
Quarterly	13		0	0	0	0	0	→	Red	45	£704,419	Nil without 180 with	

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haringey strategic partnership

MEETING: Haringey Strategic Partnership - 11 February 2008

Title: Thematic Partnerships Updates

1. Purpose:

1.1 To present summary updates of the work streams, activities and recent decisions undertaken by each of the Thematic Partnership Boards.

2. Recommendations:

2.1 To note the updates from each Thematic Partnership and for Board members to comment as appropriate

Lead Officer: Mary Connolly, Haringey Strategic Partnership Manager

3. Thematic Partnerships Updates

Better Places Partnership

The Better Places Partnership has considered and put forward suggestions and amendments to the Greenest Borough Strategy. Once the Local Area Agreement has been concluded, the Better Places Partnership will play a key role in monitoring and helping to deliver the borough's response to climate change and reducing carbon emissions, as well as delivering a programme of work aimed at improving the overall quality and safety of the environment.

The Council held a successful public conference to consult on this strategy at the West Green learning Centre at the Park View Academy School on Saturday 26th January when over 120 people attended. This conference has provided very valuable feedback for the development of the Greenest Borough Strategy. For example, the issue of sustainable food will now be included as well as ensuring that the strategy clearly articulates that it will tackle climate change and reflect our commitment to the Nottingham Declaration. The Greenest Borough Strategy has now been to or is programmed to go to all of the Partnership theme boards, to seek the comments and views of partners. The Greenest Borough Strategy cannot be delivered without the commitment of our residents, businesses and the work

of the Partnership in its respective organisations. We are anticipating that, with the agreement of the Chair, the Greenest Borough will be on the agenda for the next meeting of the HSP in April for the consideration of partners, with the final strategy being an HSP document.

With the advent of the new Local Area Agreement, we have seen major changes in funding streams and the introduction of the new Area Based Grant. Through the work of the Council and the Better Places Partnership, we will ensure that we build on the success of the Neighbourhood Renewal Fund and the Safer, Stronger Communities Fund, and continue to deliver improvements for the environment and parks.

The Better Places Partnership has agreed new interim terms of reference that will be updated following the adoption of the new Local Area Agreement.

Children and Young People's Strategic Partnership (CYPSP)

There was a presentation from the Primary Care Trust on the Children and Young People's Health Service's Commissioning Strategy. The PCT is currently consulting on the strategy. This sets out the framework within which children and young people's health services will be commissioned in Haringey. The strategy shares its vision with Changing Lives and will be delivered through two partnerships, the CYPSP and the GOSH Partnership. It was noted that issues around drugs, alcohol and children acting as carers needed further coverage and this will be taken account of in the development of the strategy following the consultation phase. The CYPSP went on to discuss aspects of the health of children and young people in Haringey and integrated working to deliver better health outcomes.

The CYPSP also received a report updating progress on NEETS. Members were pleased to note that the rate for young people who are NEET had fallen from 13.9%, reported at the last meeting, to 10.8%. The Board also discussed the availability of apprenticeships and ways of helping teenage mothers into work or training.

The CYPSP undertook its regular review of the key performance indicators, which are used for monitoring Changing Lives, and the Local Area Agreement (LAA). It was noted that there had been a 6.5.% increase in the number of looked after children achieving five or more GCSEs at A*-C, which is well above the London average.

Under the business items the Police reported on work in response to the numbers of young people who are victims of crime, and complaints about motorcycles on estates. The Youth Offending Service gave an update on work to reduce first time offenders and re-offending. The Learning and Skills Council (LSC) said that a statement on their priorities for the coming year was available and that there had been discussions with local schools about apprenticeships.

In a new development the CYPSP has established an Advisory Board, with the Chairs of the principal forums which are part of the Children's Trust arrangements and representatives of the main agencies commissioning and delivering services to children and young people in Haringey. Advisory Board members can share information, highlight developments and needs and make recommendations based on these to the CYPSP. It will also support the CYPSP in monitoring Changing Lives, make proposals about possible future items for strategic discussion and support the forums.

The CYPSP meets again in early February and will be receiving a presentation on Haringey's Greenest Borough Strategy, in addition to the standing items.

Enterprise Partnership

The Enterprise Board last met on 3 December 2007 and the following items were discussed:

- The Board received an update on the Regeneration Strategy where members were informed that a conference was held, at the Bernie Grant Centre, on 29 November, which was well attended. After a period of consultation the strategy will be considered by CEMB and Cabinet before being finalised in February 2008.
- The Board received an update report on the Families Into Work project in Northumberland Park where members were informed that a business case has been commissioned. This Business Plan has since been drafted and was presented to the Families Into Work steering group on 9 January. The draft will be modified further before being presented to the Families Into Work executive group and then submitted to GOL.
- A presentation was received on the draft Haringey's Greenest Borough Strategy and the Board will further consider how employment, skills and enterprise can contribute to this agenda.
- A presentation was received on commissioned research about the employment, skills and training needs of refugees, asylum seekers and recent migrants in Haringey. The Working Lives Research Institute, part of London Metropolitan University, conducted the research. The following issues emerged from the research:
 - Many migrants and refugees are working at a level far below their qualification and skills levels.
 - One of the major barriers migrants seeking employment face is the lack of recognition of foreign qualifications. The report recommended that a pan London accreditation service should be set up to help remove this barrier.
 - Another recommended area for exploration was a more co-ordinated approach to the provision of ESOL as a lack of language skills is a major barrier to work for many migrants.

- The report also called for public sector bodies to encourage contractors to adopt the London Living Wage, currently set at £7.20 per hour.
- The Board considered a report on the Statement of Grant use for the LAA for the first half of the financial year. An overview was also given on the progress made against the delivery of the LAA outcomes. In relation to the mandatory outcomes, the Board were informed that the working age benefit claim rate in the 12 target wards had fallen by one percentage point since the baseline period of May 2005, although the risk of not meeting the 2 percentage point reduction target by May 2008 was still on the upside. The Board expressed concern about performance around the Incapacity Benefit (IB) stretch target and a paper will be presented to the Board at the next meeting, which will explore how performance in relation to this target can be improved.
- The Government's draft set of 198 National Indicators for local area performance was presented and the Board made a contribution to the HSP's response to the consultation on these indicators, which closed on 21 December 2007.

The next meeting of the Enterprise Board will be on 5 March 2008 with the major items for discussion being the IB stretch target and the future of the Haringey Guarantee. Prior to this, a workshop on the new LAA, scheduled for February, will be organised for Board members to attend.

Integrated Housing Board

The IHB met on the 28 January 2007 and received a report on Local Area Agreement indicators that will be its responsibility to oversee. The meeting received a presentation on regeneration and this promoted a debate on how sustainable communities can be developed given the need to reduce Worklessness.

The Board also received an update on the Homelessness Strategy, which is the subject of extensive consultation with service users staff and stakeholders. It further received reports on preparatory work for the new Housing Strategy and on the proposed future work programme.

Safer Communities Executive Board (SCEB)

The last meeting of the Safer Communities Executive Board on 10 December 2007 was used to identify the priorities considered to be required for the next three years Safer Communities Strategy which begins in April 2008. The Board was divided into groups and workshops took place to discuss the targets and the findings from the recently carried out data/intelligence assessment review.

Well-Being Partnership Board

Arrangements to implement new Well-Being structure

As part of the development of the Well-being Strategic Framework (WBSF), a workshop was held in October 2007 to review the existing sub-groups structure of the WBPB to ensure that the structure is fit for purpose to implement the WBSF. The final agreed structure seeks to reflect the seven outcomes adopted by the WBPB by aligning sub-groups in a more outcome focussed approach.

The November meeting of the Well-being Chairs Executive agreed co-Chairs of the new 'outcome focused groups' and they are currently finalising their respective terms of reference which will be presented to the Executive in January.

Development of JSNA

A Joint Strategic Needs Assessment (JSNA) is the means by which Haringey Teaching Primary Care Trust and Haringey Council will describe the current and future health, care and well-being needs of our population and the strategic direction of service delivery to meet those needs. As such it will provide a key component of the commissioning process, being focused on *outcomes* and the *future*.

The responsibility for delivering the JSNA would rest with the newly appointed Joint Director of Public Health, in conjunction with the Council's Directors for Adult and Children Services.

A scoping workshop to be attended by all stakeholders is being planned for February and will:

- raise awareness of the role of JSNA
- identify what key stakeholders would like the JSNA to deliver for them
- undertake an initial mapping of the scope and timescales
- identify a small project group to oversee the development of the JSNA

Health Inequalities Audit

External auditors Grant and Thornton have been appointed to carry out an audit to identify key local Health Inequalities in addition to arrangements in place and future plans for their reduction. The final scope is to be determined, but following initial discussion, it is likely that there would be a focus and **deaths from circulatory disease amongst those aged under 75.**

The main benefits of this review are the facilitated joint assessment of:

- arrangements in place for achieving effective value for money outcomes in the key local health inequality areas identified
- key weaknesses in partnership and governance arrangements
- key strengths in the notable practice area identified.

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Local Government and Public Involvement in Health Act 2007

Introduction

Local Government and Public Involvement in Health Act 2007

- Role of LSP
- LAA and duty to co-operate
- Sustainable Community Strategies
- Community Engagement (duty to involve)

Role of the LSP

- Leadership and Governance
- Oversight of and aim to co-ordinate community consultation and engagement
- Production of a sustainable community strategy
- Production of a Local Area Agreement (LAA)
- Oversight of the planning and alignment of resources
- Review and performance manage progress

Statutory basis for LAAs and Duty to Co-operate

- Puts LAA on statutory basis with Local Council responsible for its preparation
- Duty on Council and on named partners to co-operate in agreement of targets and to have regard to targets in their work.
- Obligation to have reference to Community Strategy in preparing LAA
- Power of S of S to require authority to modify its draft LAA – though expected to be used rarely.

Sustainable Community Strategies

- Long term vision based on local needs
- LAA is the delivery agreement
- Alignment of the Core Strategy and other social and physical plans.
- Duty to prepare a joint needs assessment
- Review and refresh required

Community Engagement and Consultation (Duty to Involve)

- Accessibility
- Proportionality
- Partnership working
- Co-ordination
- Timing

Key Dates

Now duty to co-operate and other obligations around LAA

April 2008 - New overview and scrutiny powers

June 2008 - New LAA agreed

April 2009 - New duty to involve CAA established

Conclusion

- Responsibility of Council's to provide strategic and political leadership.
- All key partners working together to address and risks and challenges facing the area and combining resources to best effect.
- Involving and empowering communities
- Through elected government wider and stronger local accountability for public services and local services.



MEETING: Haringey Strategic Partnership - 11th February 2008

Title: Briefing on Public Appointments

1. Purpose:

1.1 To provide background information on Public Appointments and their benefits to local residents.

2. Summary:

2.1 To provide information on the role of Public Appointments and the opportunity to strengthen the involvement of local people.

3. Recommendations:

3.1 Haringey Council and Haringey Teaching Primary Care Trust to lead on developing and identifying opportunities to promote and develop the take-up of Public Appointments.

3.2 To note the positive benefits of securing a wide take up of Public Appointments from local residents.

Lead Officer: Mary Connolly, Haringey Strategic Partnership Manager

4. Background

4.1 What are Public Appointments?

Public Appointments (an appointment to the board of a public body) are set up by government ministers, although are not part of a government department and provide independent advice or deliver some aspect of public service. Although ministers are responsible for them, public bodies, also known as non-departmental public bodies (NDPBs), operate independently of them. There are over 800 public bodies sponsored by UK government departments and these play a large role in shaping and influencing national policy and decision-making. Some provide advice e.g. the Advisory Council on the Misuse of Drugs; others deliver public services e.g. the Training and Development Agency for Schools.

There are around 20,000 Public Appointments, which encompass a wide range of interests, from arts to sport and consumer interests to more specialised areas such as healthcare and education. Examples of appointments include Commissioner for the Commission of Compact, Chair of

NHS Trust, Member of the Health Protection Agency Board, Member of the British Transport Police Authority, and Governor for universities. Anyone is entitled to apply and appointment is based on merit, solely on talent and skills, with an independent assessor involved throughout the process to ensure it is fair, open and transparent. The independent Commissioner for Public Appointments regulates, monitors and reports on Public Appointment procedures and follows a Code of Practice.

Some appointments require specialist knowledge and expertise, although many don't. Most are part time and need around two to three days per month plus time to read papers and prepare for meetings. Remuneration ranges from unpaid, to part salary, to full salary. Applicants need to fill in an application form including details of personal qualities and experience, any conflict of interests, public appointments monitoring form, political activity involvement etc. The Directgov website www.publicappointments.gov.uk offers prospective applicants general background information on public appointments and how to apply.

4.2 Under-represented groups

In terms of diversity, according to Directgov, the diversity of boards of public bodies needs to be improved and applications from women, people with minority ethnic backgrounds and disabled people are particularly welcomed. In terms of government departments, the government has set overall targets to address the under-representation of some groups, including equal representation of women and men, pro-rata representation of people from black and minority backgrounds, and increased participation of disabled people. Each government department sets its own targets and objectives in line with these commitments.¹

4.3 Encouraging the community to take-up Public Appointments

Linking specifically to Public Appointments within central government departments, the table below shows good practice points as recommended in the Civil Service Guidance to encourage the take up of Public Appointments from groups which are currently under represented.²

¹ Link - http://www.direct.gov.uk/en/Gtq11/GuideToGovernment/UKpublicappointments/DG_067109 - 'Summary of diversity Levels'. The table within this link summarises the diversity levels achieved by Departments across all appointments, showing year-on-year comparisons of progress for the past three years.

² 'Making and Managing Public Appointments – A Guide for Departments' Civil Service pp14-15
http://www.civilservice.gov.uk/documents/doc/appointments/public_appt_guide.doc

GOOD PRACTICE POINTS - Equal Opportunities and Diversity
Set criteria which: <ul style="list-style-type: none"> • Recognise non-traditional career patterns and experience, such as community involvement and voluntary work, as suitable qualifications for appointments • Do not contain unnecessary requirements which might discourage or eliminate suitable applicants from underrepresented groups • Are realistic – you do not want to raise expectations that cannot be met.
Review the working practices of the board: <ul style="list-style-type: none"> • Can electronic and video conference links or telephone conferences be used to keep face to face meetings, and the travel time they require, to a minimum?
<ul style="list-style-type: none"> • Flexible working practices could attract applications from those who might otherwise consider themselves ineligible to apply because of other commitments (e.g. in full-time work, taking a career break, childcare commitments) • Are the timing and location of meetings creating a barrier to entry to currently under-represented groups?
<ul style="list-style-type: none"> • Examine the diversity of your selection panels; try to ensure that all members have undertaken diversity awareness training.
<ul style="list-style-type: none"> • Conduct interviews in a way that is sympathetic to those with less experience of job hunting.
<ul style="list-style-type: none"> • Always select accessible venues for interviewing whether or not you expect disabled candidates to apply.
Think about positive steps, such as: <ul style="list-style-type: none"> • Offering training in particular skills • Holding open days for members of under-represented groups • Always offer to make appropriate arrangements for disabled candidates (at the application stage as well as at formal interview) such as providing Braille and audiotaped information packs and application forms • Offering compensation for child and other care costs – and make sure this is clearly referred to in the information packs.

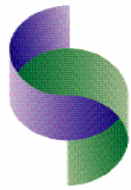
The benefits of taking up a Public Appointment, such as an opportunity to contribute to the community and make a difference, share expertise and knowledge, personal career development, build up life skills and the opportunity to meet a variety of people, could be promoted to the local community through a variety of mediums. For example, leafleting, stalls/stands in public places, Haringey's website, and through the support of the Haringey Strategic Partnership, and should include information on Code of Practice, core competencies of members, example letters, application forms, disability awareness, useful contacts, further information, remuneration guidance/tax treatment etc. Workshops and briefings to explain the induction process would be essential to show prospective applicants what provisions are in place in terms of support and development.

Looking at some of the factors which prevent people putting themselves forward, a variety of reasons may exist:

- People are unaware of the opportunities available to them
- Lack of access to information
- Lack of confidence in their own ability
- Lack of remuneration

- Lack of employer support and other commitments e.g. childcare, full-time employment.

In terms of employer support, the HSP could be used as a vehicle to gain local employers' support to encourage employees to take up public appointments. Advantages for employers include employees learning key skills such as team-working, self-confidence, leadership, experience of public service, communication and strategic skills, integrity etc. Other mediums of support to assist people with other commitments could be put into place – e.g. improved childcare provisions, flexibility schemes etc.



haringey strategic partnership

MEETING: Haringey Strategic Partnership - 11 February 2008

Title: Complaints Handling Protocol

1. Purpose:

1.1 To note details of a special report of the Local Government Ombudsman, Local Partnerships and Citizen Redress, and to agree in principle the establishment of a Complaint Handling Protocol for all services to be delivered by Partnership members.

2. Recommendations:

2.1 That it be agreed in principal that a Complaints Protocol be established for the Partnership.

2.2 That its development is delegated to the HSP Performance Management Group.

3.1 That the good governance aspects of the special report be noted.

Lead Officer:

Sharon Kemp, Assistant Chief Executive –Policy, Performance, Partnerships and Communications

4. Background

4.1 The Local Government Ombudsmen have issued a special report: *Local partnerships and citizen redress* (referred to as 'the LGO report' in the remainder of this report). They have asked authorities to review their governance and complaint handling arrangements in the light of the guidance the report contains. The summary, recommendations and conclusion of the report are set out at appendix A. The full report is on the Ombudsman website at <http://www.lgo.org.uk/pdf/partnerships-sr.pdf>

4.2 The LGO report has wide ranging implications for the council and all partners. The report specifically mentions:

- LSPs
- LAAs
- Health and social care trusts
- ALMOs
- Children's trusts
- Education partnerships
- Highways partnerships

- Housing associations
- Leisure trusts
- Regeneration partnerships

Drawing up a complaints protocol

- 4.3 The LGO report recommends the drawing up of a complaints protocol that is integrated within the overall governance arrangements of the local partnership to prevent it becoming ineffective in practice, and considers that local authorities need robust internal arrangements.
- 4.4 The LGO report's recommendations in terms of a complaints protocol are at pages 6 to 8 in the appendix to this report and include the need for:
- clarity regarding different parts of the work that will be carried out
 - a clear statement as to who is responsible for handling complaints and providing redress
 - effective communication with service users so that they understand what to do if something goes wrong
 - a strong commitment to learning from complaints to improve services

Good governance arrangements

- 4.5 The LGO report's recommendations for good governance within local partnerships and local authorities are at page 8 in the appendix to this report. They include the following principles for partnerships:
- A clear statement of the partnership's principles and objectives
 - Clarity regarding each partner's role and responsibility within the partnership
 - A protocol for dispute resolution within the partnership

5 Current complaints arrangements

- 5.1 All major partners have established complaints procedures. All organisations funding others to provide services must have the proper governance and complaints procedures in place to receive the funding, although we are not in a position to confirm that this is the case at present.
- 5.2 In the field of health and social care, discussions are progressing towards the implementation of joint statutory arrangements in 2009.
- 5.3 A complaints protocol is needed to ensure that there is clarity of procedure where a complaint involves a service delivered through a partnership. In Particular, there needs to be clear information on responsibilities and processes for handling complaints from the public.

6 Developing a complaints protocol

- 6.1 Complaints about services delivered by one partner should be dealt with by that organisation, but consideration needs to be given to how we handle complaints about joint delivery issues.

6.2 The protocol should include:

- recognising and defining roles and responsibilities in joint commissioning
- agreeing clear delivery statements for projects

- considering delegation of complaint handling and/or joint investigation in appropriate circumstances, and
- procedures for dispute resolution
- ensuring provision of effective complaints arrangements for all partners who deliver services on behalf of the Council

6.3 The protocol should provide:

- Recognition of the rights of complainants to register their concerns
- Support for complainants in establishing a mechanism for resolution where arrangements are complex
- Consistent guidance on different aspects of redress, and
- Arrangements for training and guidance of staff

6.4 Organisations within the HSP should ensure that protocols are put in place for any shared service delivery arrangements with other authorities.

6.5 It is proposed to draw together appropriate representatives from within the HSP to develop a draft complaints protocol under the guidance of the PMG. An agreed draft will then be submitted to the HSP for approval.

7 Involvement with partners

7.1 If it is agreed in principle to develop a protocol, there will need to be full consultation with all partners to ensure that the protocol is comprehensive, effective, and owned by all partners.

8 Strategic Implications

8.1 The LGO's report highlights the problems involved in handling complaints where there is a partnership of service providers, and suggests how governance and processes can be improved to make things easier for service users.

9 Financial Implications

9.1 There are no specific financial implications in implementing the LGO report's best practice recommendations. All complaints have to be dealt with and all partners would wish to resolve them promptly and efficiently as a key part of customer service. There may be some cost savings in establishing clearly prescribed best practice arrangements.

10 Legal implications

8.1 The section of the Ombudsman's report on '*The legal status of LSPs*' is set out below.

"Government guidance describes LSPs as 'non-statutory and non-executive'. They are not, for the most part, corporate bodies, although a handful are organised as companies limited by guarantee. It follows that the cohesion of LSPs, and their governance arrangements, have to be reflected in partnership agreements or other protocols.

“As unincorporated bodies, each partner in an LSP is ‘equal’ to any other, and each partner remains responsible and accountable for decisions regarding their own resources and services. The Local Government and Public Involvement in Health Bill includes a duty to co-operate which puts on a statutory basis the need for listed public sector partners to work with local authorities. But the Government does not intend to convert LSPs into new statutory entities.

“Local authorities have no statutory powers to delegate the discharge of their functions to LSPs.”

11 Equalities implications

9.1 All service users must be enabled to provide feedback about the services they use, whatever their age, disability, ethnicity, gender, language, religion/belief/faith, or sexual orientation. Care must be taken to ensure that feedback is used to identify and eliminate discriminatory practice and to promote equality of access to service provision

12 Conclusion

10.1 In the light of the Ombudsmen’s best practice recommendations, it is proposed in principle that a complaints protocol be established for the partnership, and that its development be delegated to the Performance Management Group.

13 Use of Appendices

11.1 The following appendix is attached:

Appendix A: Local Government Ombudsmen special report: *Local partnerships and citizen redress*: Foreword, Summary and recommendations, and Conclusion

**Appendix A: Local Government Ombudsmen special report:
Local partnerships and citizen redress:
Foreword, Summary and recommendations, and Conclusion**

Foreword

Increasingly, services at the local level are delivered through a partnership of providers. But where does responsibility lie when something goes wrong?

This report highlights the problems that are involved in handling complaints, where there is a partnership of service providers.

This is an issue that needs to be addressed urgently. There has been a rapid growth in the number of services that are delivered through partnerships. And with the forthcoming Local Government Bill, this number is likely to increase still further.

The evidence that we draw on in this report includes complaints that have been made to us concerning local services, and also the views of over 100 councils that we have visited in the course of our work.

The report includes a number of case studies, mostly concerning complaints that have arisen just in the last few years – this itself illustrates the growing importance of this issue. The case studies are intended to show the problems of accountability that can occur among partner organisations.

As Local Government Ombudsmen, this issue is of particular concern to us. People turn to us when they are dissatisfied with local services. In this report we suggest how governance and processes can be improved, to help local authorities improve their services, and to make things easier for service users.

Our focus in this report is on the needs of complainants. When there is a problem, people need to understand how to complain, and who to complain to. Complainants want one point of reference, they want their complaint resolved, and they want it resolved quickly.

This report is a statement of the Local Government Ombudsmen's position on these issues. We hope that it will be used as guidance on good practice by local authorities and that they will review their governance and complaint handling arrangements in the light of what we say. But our aim is not to be over-prescriptive – it is up to local authorities to decide exactly how they might act on our recommendations.

Our report takes its place alongside others on partnerships and governance, especially those from the Audit Commission, CIPFA/SOLACE, and the Independent Commission on Good Governance in Public Services.¹ We hope that our report will contribute to the ongoing debate on this subject. As well as local authorities, the voluntary sector, Government, and other regulators and other partners, this report is aimed partly at complainants themselves, who we hope will ultimately benefit from it. Between us, we can make it easier for service users to gain redress when things go wrong.

¹

Tony Redmond

Jerry White

Anne Seex

Local Government Ombudsmen

Summary and recommendations

Summary

The single most dramatic shift in the delivery of local public services has been the gathering momentum towards 'partnership working', meaning all manner of 'joined up' or collaborative working between local authorities and other public sector bodies, the private sector and the third sector. Individuals can encounter difficulties when seeking redress for grievances concerning services delivered through a partnership. But these problems can be overcome by adopting good governance arrangements, including effective complaints protocols. The rights of citizens and service users to access complaints systems and to obtain redress should not be diminished as a result of shared responsibility for the delivery of services.

In our own investigations, we have frequently come across:

- a lack of information about how to register a complaint at the outset;
- confusion among staff and public about responsibilities and process; and
- a lack of any formalised process for handling complaints from the public (as distinct from disputes between the partners).

Complaint handling and redress need to be central in the governance of partnerships. Local authorities need to establish rigorous, transparent and accessible complaint-handling arrangements in the partnership settings in which they are involved.

We are working with the Parliamentary and Health Service Ombudsman to improve our own working arrangements when handling complaints that bridge our separate jurisdictions. A Regulatory Reform Order, due to come into force on 1 August 2007, will also lift current limitations on our ability to carry out joint investigations and issue joint reports.

Finally, the Government is proposing to amend our primary legislation to remove any doubts about the limits of our jurisdiction, and our ability to investigate complaints where the local authority makes arrangements for the exercise of its functions by someone else.

Recommendations

Drawing up a complaints protocol

We recommend the following points of good practice in drawing up a complaints protocol within a local partnership. Our recommendations should not lead to an overly bureaucratic approach being taken – their implementation should be

reasonable and proportionate, taking into account the wide variations in scale, structure and objectives that exist between partnerships.

Our key recommendations are that:

- when the partnership is first created, there should be clarity regarding accountability for different parts of the work that will be carried out;
- there should be a clear statement as to who is responsible for handling complaints and providing redress;
- there needs to be effective communication with those who use the service, so that they understand what they need to do in the event of something going wrong; and
- there should be a strong commitment to learning from complaints, so that services may be improved.

Setting up the complaints process

- (a) Consider the views of service users and potential users, where practicable, and of other relevant stakeholders such as advisory bodies, when drawing up or reviewing the protocol.
- (b) Ensure that the complaints process is clear and accessible to all groups in the community, and is consistent with the principles set out in the Local Government Ombudsmen's guidance on running a complaint system and on remedies.
- (c) Communicate effectively through leaflets and other publications and media, so as to increase public awareness of the complaints procedure. Where people also have the right to access a statutory complaints procedure, this should be made clear at the outset.

Supporting the complainant

- (d) Consider providing the option of conciliation or mediation to bring about early resolution where practicable.
- (e) Provide access to local sources of independent advocacy and advice.
- (f) Ensure that complainants are kept informed of the progress of their complaint, the stage at which it is being considered, and the applicable timescales.

Defining responsibilities

- (g) Define the partnership's responsibility for handling complaints or, if appropriate, which body the complainant needs to contact when the responsibility lies elsewhere (e.g. with the local authority). Leadership by senior managers, or others responsible for decision making, is vital. They should be supported by systems that ensure that lessons can be learned from complaints, with the aim of improving services.
- (h) If the initial consideration of the complaint lies with the partner(s) immediately involved with the provision of the service, consider what review mechanism is appropriate.
- (j) Where a complaint is about the actions of a partnership (or other) body exercising a discrete function of a local authority, consider the need for the authority (if not already involved) to investigate the matter through its own staff.

Monitoring and review

- (k) Where a local authority exercises a function through any other body, ensure that the arrangements provide for effective monitoring and review of complaints

handled by that body, including a requirement to provide the authority with such access to evidence as it may request. Any review should identify learning points arising from complaint outcomes.

Redress

- (l) Where a local authority exercises a function through another body, ensure that the arrangements provide for effective redress by that body (if the authority does not retain this responsibility). These arrangements should also cover responsibility for redress where the authority agrees to an Ombudsman recommendation. Redress may include an apology, financial compensation, staff guidance, procedural changes or service improvements.

Training

- (m) Train any staff dealing with complaints, so that they understand the agreed procedures and have the right skills to resolve problems quickly, and so that investigations of complaints are rigorous and evidence-based, with clear, well-explained decisions.

Complaints protocols and governance arrangements

Complaints protocols need to be integrated within the overall governance arrangements of the local partnership; failure to do so could result in a protocol becoming ineffective in practice. Equally, local authorities need robust internal arrangements. We recommend the following principles of good governance, which apply within local partnerships and within local authorities.

(a) Principles of good governance within local partnerships

- A clear statement of the partnership's principles and objectives.
- Clarity regarding each partner's role and responsibility within the partnership.
- Definition of the roles of partnership board members.
- Adequate specification of line management responsibilities for staff who support the partnership.
- A statement of funding sources for joint projects and clear accountability for proper financial administration.
- A protocol for dispute resolution within the partnership.

(b) Principles of good governance within local authorities

- Coherent standards and principles governing the way in which the council, its members and officers operate within a partnership setting.
- A clear, consistent and comprehensive governance code relating to partnership working, closely linked to or forming part of the council's constitution.
- A specification of the key factors and considerations to be addressed in the design of any partnership governance arrangements in which the council takes part.
- Arrangements to ensure that an agreement, contract or protocol is in place for every partnership to which the council belongs.
- Arrangements for regular review and scrutiny of partnership governance and activity.

Conclusion

How citizens' complaints are handled in relation to partnership working, and how they receive redress for justified grievances, are key issues for local government generally, and not just for us. Having now published our recommendations, we shall be applying these to our consideration of future complaints from the public. But we also propose to work together with other interested parties to widen the debate around these issues.

What are the practical obstacles to full implementation of our recommendations, and how can they be overcome? How can examples of good practice be identified and shared? These are some of the issues on which we would welcome a continuing dialogue with all interested parties, including those who represent and advise complainants.

Any comments may be emailed to us at partnerships@lgo.org.uk or marked 'Partnerships' and sent to:

The Local Government Ombudsman
10th Floor
Millbank Tower
Millbank
London SW1P 4QP

Final note

We do not suggest that adopting our recommendations will solve all the problems of handling complaints and redress within local partnerships. But we do believe that doing so should help to achieve two important goals.

First, it should help to provide speedier, more effective and fairer responses to citizens' concerns about the impact of partnership working on the quality of their lives. We believe that making progress on these issues is key to gaining and retaining public trust and confidence in partnership approaches to service delivery.

Secondly, it should help to prevent any dilution of citizens' rights arising from local authorities seeking to deliver services through collaborative working relationships with their local partners. The Government's plans to expand these methods of service delivery within local communities and neighbourhoods makes this goal not just important but urgent. Good administration demands that service users and complainants can hold their local authority to account for the exercise of its statutory functions (including, ultimately, by complaining to an ombudsman) regardless of whether the service they receive is delivered directly or in partnership.

Together, we can make it easier for service users to gain redress when things go wrong.

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