



HARINGEY STRATEGIC PARTNERSHIP BOARD

TUESDAY, 8TH APRIL, 2008 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

AGENDA

MEMBERSHIP:

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

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 ITEMS OF BUSINESS

The Chair will consider the admission of any items of Urgent Business (new items of urgent business will be considered under Agenda Item 10 below).

4. MINUTES (PAGES 1 - 12)

To confirm the minutes of the meeting held on 11 February 2008 as a correct record.

5. PRESENTATION FROM THE WELL-BEING STRATEGIC PARTNERSHIP BOARD

A presentation will be made.

6. **LOCAL AREA AGREEMENT 2008/09 - 20010/11 (PAGES 13 - 74)**
7. **UPPER LEE VALLEY: A NEW VISION (PAGES 75 - 80)**
8. **GREENEST BOROUGH STRATEGY: UPDATE (PAGES 81 - 90)**
9. **THEMATIC BOARD UPDATES (PAGES 91 - 96)**
10. **NEW ITEMS OF URGENT BUSINESS**

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

11. ANY OTHER BUSINESS

To consider any items of AOB.

12. DATES OF NEXT MEETINGS

Please note that the dates list below are still provisional at present, as the Council's Calendar of Meetings has not yet been formerly agreed, and therefore they may be subject to change.

- 3 July 2008, 6pm, Civic Centre
- 3 November 2008, 6pm, Civic Centre
- 26 February 2009, 6pm, Civic Centre

Once the dates have been formerly confirmed you will be notified.

DR ITA O'DONOVAN
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MONDAY, 11 FEBRUARY 2008**

Present: Councillor George Meehan (Chair), Councillor Kaushika Amin, Councillor Brian Haley, Councillor Isidoros Diakides, Councillor Lorna Reith, Councillor Nilgun Canver, Dr Ita O'Donovan, Margaret Allen, Tracey Baldwin, Linda Banton, Yolande Burgess, Markos Chrysostomou, Adam Jogee, Micheal Jones, Enid Legister, George Martin, Pastor Nims Obunge, Naeem Sheikh, Sharon Shoesmith, Richard Sumray, Richard Wood.

In Attendance: Councillor Charles Adje, Pamela Pemberton, Gerald Almeroth, Xanthe Barker, Zakir Chaudhry, Catherine Cobb, Mary Connolly, Phil Harris, David Hennings, Sharon Kemp, Helena Pugh, Ben Rogers, Sule Nisancioglu.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP45.	<p>WELCOME, APOLOGIES AND INTRODUCTIONS</p> <p>The Chair welcomed those present to the meeting and introductions were made.</p> <p>It was noted that apologies had been received from the following:</p> <p>Tracey Baldwin (<i>arrived later in the meeting</i>) Eugenia Cronin Robert Edmonds David Lammy PM Joanne McCartney Mun Thong Phung –represented by Margaret Allen</p>	
HSP46.	<p>DECLARATIONS OF INTEREST</p> <p>No declarations of interest were made.</p>	
HSP47.	<p>URGENT BUSINESS</p> <p>No items of Urgent Business were received.</p>	
HSP48.	<p>MINUTES</p> <p>RESOLVED:</p> <p>The minutes of the meeting held on 13 November 2007 were confirmed as a correct record.</p>	
HSP49.	<p>UPDATE FROM THE HOUSING SERVICE</p> <p>The Board received a presentation from the Council's Assistant Director of Strategic and Community Housing.</p> <p>It was noted that the number of people presenting as Homeless had</p>	

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	<p>fallen significantly in comparison with previous years. Improved methods of working with landlords and agents had helped identify new sources of accommodation.</p> <p>In response to a query, as to how the Council ensured that private sector accommodation was of a suitable standard, the Board was advised that there were stringent contractual arrangements in place to ensure that private sector accommodation used by the Council was of the standard expected.</p> <p>In terms of the private rented sector, the Board was advised that ways of engaging with landlords were being developed and as part of this a Landlords Forum had been established.</p> <p>Councillor Diakides, Chair of the Integrated Housing Board, advised that the Board would be identifying ways of reducing poverty and Worklessness through housing.</p> <p>RESOLVED:</p> <p>That the presentation be noted.</p>	
<p>HSP50.</p>	<p>THE COUNCIL'S BUDGET</p> <p>The Board received a presentation from Councillor Charles Adje, Cabinet Member for Resources, on the Council's budget for the next three year period.</p> <p>An overview was provided of the national and local contexts within which the budget for the next financial year had been formed. It was noted that the Lyons Review and Comprehensive Spending Review, which had both taken place last year, had resulted in Local Government being required to make efficiently savings of 3% over the next three year period.</p> <p>The Board was advised that the settlement received by the Council from the Government, under the Formula Grant, was 2% for 2008/09. This put the Council in the 'floor' category.</p> <p>It was noted that the new Area Based Grant (ABG) would replace many separate and disparate funding streams. Grants would be made from this to deliver the agreed local priorities within the new Local Area Agreement (LAA). Neighbourhood Renewal Funding (NRF) would cease in 2008/09 and would be replaced with the new Working Neighbourhood Fund (WNF). The WNF would have a strong emphasis on reducing Worklessness.</p> <p>The Board was advised that a total of £30M had to be saved by the Council over the next three years. This figure was comprised of £16.3M of pre agreed savings and a further initial budget gap of £15M. A consultation process in relation to the savings and investments that</p>	

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	<p>should be made in order to address this had begun in November 2007.</p> <p>The Council's budget for 2008/09 would include increased investment in infrastructure, particularly the Building Schools for the Future (BSF) scheme, street lighting and improving footpaths and highways. Key priorities for the Council, as set out in the Council Plan and Sustainable Community Strategy included making Haringey one of the Greenest Boroughs in London and investment to expand recycling and continuing the Better Haringey scheme supported these aspirations.</p> <p>Following the presentation the Chair invited the Board to put questions to Councillor Adje.</p> <p>The Board was advised that the £7M of investment would be added to the base budget and £5M of this would be allocated to the first year. It was noted that significant investment was being made in relation to adult social care in order to improve transitional arrangements for children already being provided with care into adulthood.</p> <p>In response to a query, as to whether there was more detailed information in relation to the Council's budget and the decision making process governing this, the Chair advised the Board that further information was set out in Council papers, which were published on the Council's website.</p> <p>The Chair concluded discussion by thanking Councillor Adje for his presentation.</p> <p>RESOLVED:</p> <p>To note the content of the presentation.</p>	
<p>HSP51.</p>	<p>FUNDING FRAMEWORK PERFORMANCE MANAGEMENT</p> <p>The Board considered a report that provided an update on the new Area Based Grant (ABG) and funding arrangements and implications for the HSP.</p> <p>It was noted that the new ABG merged a number of existing funding streams to create a general grant that would be used to contribute to the achievement of local priorities. There was an expectation that the ABG would improve the way that jointly agreed priorities were achieved.</p> <p>The pooling of existing funding streams under the ABG meant that a deficit of approximately £1M would be created. In order to address this each of the Thematic Boards would be asked to assess the projects within their responsibility. After the first six months of the new financial year and the PMG would then determine the final list of projects that would continue to receive funding. Performance would be assessed using a new Performance Monitoring Framework, which was being created in order to provide a consistent means of measuring</p>	

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performance across the Partnership.

In order to facilitate discussion, each Thematic Board would participate in a workshop during March, which would focus on the new national duties placed on the Partnership under the Local Government and Public Involvement in Health Act and embedding the new Performance Monitoring Framework.

In response to a query as to why the allocation under the ABG was larger in the second year, the Board was advised that as NRF ceased completely for some Authorities in 2008/09, some transitional funding had been provided, which all Authorities were contributing too. From 2009/10 onwards, this transitional funding would be removed and therefore funding for contributing Authorities would increase to normal levels.

There was agreement that issues around the NRF and the new WNF and allocations for the second year of funding would need to be presented to the Board in more detail at the appropriate time.

SK/GA

In response to concerns that some groups, which currently received NRF were already making employees redundant due to uncertainty over future funding, the Board was advised that these groups had recently been reminded, via letter, that funding would cease in April 2008. After the initial six month period, performance would be reviewed by the PMG and decisions would be made as to which projects would continue to receive funding, based on performance.

(Tracey Baldwin arrived at 7.10pm)

It was noted that there was a focus on reducing Worklessness within the WNF and Job Centre Plus highlighted the need for this to be reflected in the allocations made under the ABG, as funding previously received via the Deprived Area Fund, may be lost.

The Chair suggested that it would be helpful if Job Centre Plus were to appoint a representative to the HSP Performance Management Group (PMG) and noted that ABG funding was intended to address local priorities. As such it was for the Partnership to determine how the funding was allocated on the basis of local need.

The Council's Chief Executive underlined the importance of negotiation in partnership working and noted that Job Centre Plus would be well placed to influence and shape decisions in relation to funding if it were to take up a place in the PMG.

It was noted that there was currently some confusion as to whether the Deprivation Area Fund, currently utilised by Job Centre Plus, would be subsumed into the WNF and there was agreement that clarification should be sought in relation to this.

SK

RESOLVED:

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	<ul style="list-style-type: none"> i. That 2008/09 should be treated as a transitional year to facilitate the move to the new Area Based Grant. ii. That a consistent Performance Management Framework should be developed across the HSP, which would be capable of identifying outcomes and value for money. iii. That the Thematic Boards should submit funding proposals to the HSP Performance Management Group for agreement based on the outline at Appendix 1. iv. That each Thematic Board would participate in a workshop in March that would cover the new national duties contained within the Local Government and Public Involvement in Health Act and to embed the new Performance Management Framework. v. That a six monthly performance review would be conducted to identify any changes in activity or funding that may be required to meet LAA Performance Indicators. vi. That consistency, in terms of current funding, should be provided to existing commitments as far as practicable within the overall reduction of grant. 	<p>SK/ Thematic Link Officers</p> <p>SK/ Thematic Link Officers</p> <p>PMG</p>
<p>HSP52.</p>	<p>HARINGEY REGENERATION STRATEGY</p> <p>The Board considered a report, which set out the Council's new Regeneration Strategy.</p> <p>The Board was advised that the Regeneration Strategy was intended to provide a concise summary of the regeneration priorities for the Borough. Contained within it were three key focus areas, People, Places and Prosperity.</p> <p>The statements for each priority within the Strategy were as follows:</p> <p><u>People</u> 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.</p> <p><u>Places</u> 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.</p> <p><u>Prosperity</u> To develop a 21st century business economies that offer opportunities for sustainable employment and enterprise, to help make Haringey a place that people want to work and visit.'</p>	

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It was noted that the Strategy had been designed as the principal component in the delivery of one of the Sustainable Community Strategy (SCS) objectives to 'create economic vitality and prosperity shared by all'. It was also consistent with the Government Office for London's (GOL) recently launched Development Investment Framework, the London Development Agency's priorities for Haringey and the wider London region and North London Strategic Alliance vision for the Upper Lee Valley.

The Board was advised that the Strategy would play a key role in meeting both LAA mandatory outcomes and existing Stretch Targets. In addition, it reflected the national floor targets for enterprise and employment and skills, which contributed towards increasing Haringey's overall employment rate, increasing the employment rate amongst target groups and raising the number of VAT registrations.

The HSP would act as the key mechanism for providing the strategic coordination and input from Partners. The Thematic Boards would be asked to take responsibility for overseeing the relevant streams of the Regeneration Programme.

Following endorsement by the HSP, a Delivery Plan would be prepared, which would set out in detail how the Strategy would be translated into action. The targets included within the Strategy would reflect the LAA and national economic development targets and the success of the Strategy would be measured against these.

The Board discussed the Strategy and there was a consensus that the clear and concise format was helpful in expressing its purpose and goals. It was noted that it would be helpful if the Delivery Plan were brought back to the Board for further discussion once finalised.

DH/MC

It was noted that the Integrated Housing Board had commented on the Strategy and requested that further reference should be made to housing within it.

In response to concerns that residents of the Borough may be unaware of the positive work been done in this area, the Board was advised that information was fed through Haringey People. It was acknowledged that it may be useful to gauge public awareness of the issue.

There was agreement that within the People section of the Strategy, reference should be made to Adult Skills and how skill levels could be improved with the support of businesses. It was also noted that consideration in relation to how community buildings could be better utilised as an asset to the local community in terms of regeneration.

DH

RESOLVED:

- i. That the Regeneration Strategy be endorsed by the HSP.

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	<ul style="list-style-type: none"> ii. That the Delivery Plan, through which the Strategy would be delivered, be brought to the HSP for endorsement by the end of March 2008. iii. That the HSP should act as the key mechanism for providing strategic co-ordination and input into delivery of the Strategy from Partners iv. That the Theme Boards would take responsibility for overseeing relevant streams of the Regeneration Programme. 	<p>DH</p> <p>Thematic Board Chairs/ Link Officers</p>
<p>HSP53.</p>	<p>CORE STRATEGY -DRAFT ISSUES AND OPTIONS</p> <p>The Board received a presentation on the Council's Core Strategy –Draft Issues and Options paper.</p> <p>Following the presentation the Chair invited questions from the Board.</p> <p>In response to concerns expressed that faith groups were often overlooked when planning policies were formed, the Board was advised that provision was made for this within the document under the section on Community Facilities.</p> <p>The Chair requested that officers ensured that the relevant groups were sent copies of the consultation document.</p> <p>It was noted that the new Local Development Framework (LDF) took into account issues such as climate change and promoted the creation of more sustainable homes and methods of planning.</p> <p>The Board was advised that consultation with neighbouring Boroughs was built into the formation of any new planning policy or consultation exercise. Extensive work had been carried out with other Boroughs in relation to the Central Leaside area and with the NDC in relation to the Seven Sisters area. It was suggested that the Area Assemblies would provide a useful forum to discuss issues affecting areas on Borough boundaries.</p> <p>The Board was reminded that the Core Strategy was a strategic document and was intended to take an overview of spatial planning issues, rather than focussing in detail on any one area.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the process for the Core Strategy and the Issues and Options Paper be noted. ii. That the Thematic Boards be asked to comment on the Core Strategy during the next cycle of meetings. 	<p>SN</p> <p>Thematic Board Chairs/ Link Officers</p>

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<p>HSP54.</p>	<p>NEW STYLE LAA 2008/09 UPDATE</p> <p>The Board received a report that provided an update on progress in agreeing the thirty-five Priority Indicators for the new LAA and the next steps in terms of negotiation with GOL.</p> <p>The Board was advised that significant progress had been made in terms of negotiation. The PMG had met with representatives from GOL on 25 January, to discuss the proposed targets and it had been confirmed that the Partnership was on track to meet the June deadline for finalising these.</p> <p>It was noted that GOL had suggested some amendments to the targets listed. However, there had been agreement in relation to the majority of the targets proposed. During the next cycle of meetings the Thematic Boards would consider the proposed changes and confirm their final selections.</p> <p>The Chair emphasised that there was limited room for the targets to be re drafted due to the timescale in place and the requirement to select just thirty-five. He reminded the Board that there was no limit on the number of Local Indicators that could be included and therefore, where appropriate, this approach could be adopted.</p> <p>The Board discussed NI 7, which related to creating an environment for 'a thriving Third Sector'. It was agreed that this would be subject to further discussion.</p> <p>It was noted that the Story of Place would demonstrate the Partnerships commitment to developing the role of the Third Sector. In addition to this a piece of work would be carried out to identify cross cutting issues and to ensure that none of the indicators were considered in isolation.</p> <p>It was suggested that work should be carried out to ensure that there were no Council policies that would be counterproductive to achieving the targets set out in the LAA. This point was noted and there was agreement that as part of the new Performance Management Framework, a Risk Assessment should be undertaken to identify any issues that may undermine the targets within the LAA.</p> <p>The Chair thanked officers for their hard work to date in relation to the process of forming the thirty-five indicative indicators and representatives from GOL for their cooperation and input throughout the process.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the suggested changes by Government Office for London be noted. ii. That the PMG should continue to oversee the development of the 	<p>SK/NS</p> <p>MC</p> <p>PMG</p>

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	new LAA including the 'Story of Place' and supporting evidence.	
HSP55.	<p>QUARTERLY UPDATE ON STRETCH TARGETS</p> <p>The Board received a report that provided an update on progress against the LAA Stretch Targets.</p> <p>It was noted that good progress had been made during the last quarter, with improvements in performance and positive progress being made in relation to twelve of the thirteen Stretch Targets.</p> <p>The Board was advised that progress and the following areas were highlighted:</p> <p><u>Smoking Cessation</u> –progress had been good and the target had been exceeded.</p> <p><u>Accidental Dwelling Fires</u> –performance in this area was down in comparison with the previous year. A number of initiatives were being employed to address this.</p> <p><u>Healthy Schools Status</u> –good improvements had been made in this area and the 2007/08 target would be achieved.</p> <p><u>NEET</u> –significant improvements had been seen in this area and if performance continued to remain at this level the year 1 target would be met.</p> <p>The Board was advised that only one target was shown as Red –the number of people on Incapacity Benefit for more than six months helped in to employment. It was noted that a plan had been put together to tackle this issue. However, this had not been achieved by any London Borough and discussion was taking place around whether this target was appropriate at Government level.</p> <p>RESOLVED:</p> <p>That the progress and actions in place to achieve the thirteen Stretch Targets be noted.</p>	
HSP56.	<p>THEMATIC BOARD UPDATES</p> <p>The Board received a report containing a summary from each of the Thematic Boards updating the HSP on the progress to date.</p> <p>No further verbal updates were provided.</p> <p>RESOLVED:</p> <p>That the Thematic Board updates be noted.</p>	

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<p>HSP57.</p>	<p>LOCAL GOVERNMENT AND PUBLIC INVOLVEMENT IN HEALTH ACT</p> <p>The Board received a presentation within the agenda circulated, which set out the requirements of the new Local Government and Involvement in Public Health Act 2007.</p> <p>It was noted that the Act placed a statutory responsibility on Local Strategic Partnerships to work in partnership, deliver Sustainable Community Strategies and engage with the local community.</p> <p>Within this, there was now a duty upon the Council to prepare the LAA on behalf of the partnership. However, all key partners were required to work together to address risks and challenges facing the local area and combine resources in the most effective way possible to achieve this.</p> <p>The Board was advised that this would be discussed in more detail as part of the Thematic Board workshops being held in March.</p> <p>RESOLVED:</p> <p>That the verbal update provided be noted.</p>	
<p>HSP58.</p>	<p>PUBLIC APPOINTMENTS</p> <p>The Board received a briefing paper on Public Appointments.</p> <p>The Chair advised that he had requested that the paper be included within the agenda for the meeting, in order to begin to identify ways of increasing the number of people taking up Public Appointments. In order to encourage people from all sections of the community to take up Public Appointments and to equip people with the relevant skills, it was noted that training was required.</p> <p>The Chair considered that the HSP was the most appropriate body to take a lead in encouraging people to take up Public Appointments and address the current deficit in volunteers by offering the relevant training.</p> <p>It was noted that there had been discussion with the PCT in relation to this issue and there was a consensus that internal training sessions run by both the Council and the PCT could be opened up to members of the public, where appropriate, to address this. There had also been agreement that staff of both organisations should be encouraged to take up public duties.</p> <p>It was noted that one of the barriers to taking up Public Appointments was the potential loss of Benefits that any remuneration may cause. There was agreement that this point should be looked at further.</p>	<p>MC</p>

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	<p>In response to concerns that some employers, including the Council, limited their employee's ability to take on Public duties, the Board was advised that Council employees were prohibited from taking up other employment. However, there was no restriction in their ability to take up voluntary posts in their own time.</p> <p>There was a general consensus that an Action Plan, setting out how the HSP would address the deficit in Public Appointments and training, should be submitted to a future meeting of the HSP.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the report be noted. ii. That an Action Plan, setting out how the HSP would address the deficit in Public Appointments and training, should be submitted to a future meeting of the HSP. 	<p>MC</p> <p>MC</p>
<p>HSP59.</p>	<p>COMPLAINTS HANDLING PROTOCOL</p> <p>The Board received a report that set out the findings of the Local Government Ombudsman on Local Partnerships and Citizens Redress.</p> <p>The Board was advised that the Ombudsman's report recommended that a Complaints Protocol should be drawn up and integrated within the overall governance arrangements of the Partnership.</p> <p>It was noted that it was important that all partners sign up to the Protocol in order for it to be effective.</p> <p>The Board was advised that it was proposed that a Complaints Protocol be established for the Partnership and that development of this was delegated to the PMG.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That it be agreed in principal that a Complaints Protocol be established for the Partnership. ii. That its development is delegated to the HSP Performance Management Group. iii. That the good governance aspects of the special report be noted. 	<p>PMG</p>
<p>HSP60.</p>	<p>ITEMS OF URGENT BUSINESS</p> <p>No items of urgent business were received.</p>	
<p>HSP61.</p>	<p>ANY OTHER BUSINESS</p>	

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	<p>The Board was advised by Pastor Nims Obunge that the Peace Alliance had organised an event to commemorate the 40th Anniversary of the death of Martin Luther King, which was being held at Westminster Abbey on 4 April. He encouraged members of the Board to attend.</p> <p>The Board was circulated with the Annual Report for 2008/09 and Partners were asked to submit any comments by 14 March 2008.</p>	<p>All to note</p>
<p>HSP62.</p>	<p>DATES OF NEXT MEETINGS</p> <p>It was noted that the date of the next meeting was 8 April 2008 at 6pm.</p>	<p>All to note</p>

The meeting closed at 8.35pm.

COUNCILLOR GEORGE MEEHAN

Chair

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MEETING	Haringey Strategic Partnership – 8 April 2008
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Title: Local Area Agreement 2008/09-2010/11
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1. Purpose:

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| 1.1 To update the HSP on progress achieved so far in the development of the 2008/09 Local Area Agreement (LAA). |
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2. Summary:

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| 2.1 Haringey's Strategic Partnership, through its Performance Management Group (PMG), has negotiated thirty-five Improvement Indicators and twenty-four Local Indicators (including current stretch targets), along side the sixteen mandatory education and Early Years' targets. |
| 2.2 The story of place provides the context in narrative form for the Local Area Agreement. It makes the links with the Sustainable Community Strategy outcomes, choice of priorities and national indicators and with our wider plans and strategies. |

3. Recommendation:

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|---|
| 3.1 To note the contents of this report. |
| 3.2 To endorse Haringey's Local Area Agreement 2008/09 to 2010/11, encompassing the thirty-five Improvement Indicators and sixteen statutory educational attainment and Early Years' indicators, subject to final ministerial sign off in June 2008 (see Appendix A). |

Lead Officer: Sharon Kemp Haringey Council Assistant Chief Executive

Contact Officer: Louisa Aubeeluck 020 8489 4533, Mary Connolly 020 8489 6939

4. Background

- 4.1 The Local Government and Public Involvement in Health Act 2007 require Local Strategic Partnerships to have in place new Local Area Agreements by June 2008. These are to include up to thirty-five improvement targets negotiated with Government and unlimited Local Indicators as targets for these are not negotiated with central Government, and there is no formal reporting requirement.

5. Haringey's Local Area Agreement

- 5.1 Haringey's Local Area Agreement encompasses: A Haringey Story of Place; Improvement Indicators; An Equalities Impact Assessment and information about the Haringey Strategic Partnership. See Appendix A. Ministerial sign off is expected in June 2008.
- 5.2 Haringey's Story of Place explains in narrative form, Haringey's own unique story and our future strategic direction. It outlines Haringey's Sustainable Community Strategy outcome areas, our choice of priorities and National Indicators and makes the links to our wider plans and strategies. A separate evidence base document details a wide range of information and data to illustrate and support 'our story' and choice of Indicators.
- 5.3 Haringey's Strategic Partnership has negotiated thirty-five improvement indicators and twenty-four local indicators, along side the sixteen mandatory education and Early Years' indicators. Thematic Boards considered and agreed their final selections based on local priorities and the recommendations of GoL and the various Government departments.
- 5.4 Business cases have been developed for the thirty-five improvement indicators and are in the process of being developed for the local indicators. The business cases support the evidence base for Haringey's selection of indicators and will support identification of key activities in the action planning stages for each of the indicators.
- 5.5 The indicators are aligned to Thematic Boards and have identified lead agencies with a named senior officer as required by statute. Many of the indicators are cross cutting and delivery will impact across thematic areas. In these instances the indicators will be reported to and monitored by more than one thematic board. See Appendix B.
- 5.6 A new robust performance management framework for the Partnership has been developed, which will enable consistent effective monitoring of outcomes; project activity, funding and value for money. It has been agreed that the Performance Management Group, the HSP and its Thematic Boards, will receive quarterly performance reports showing: progress against the thirty-five improvement indicators and sixteen mandatory targets; high level project highlight reports; financial performance including spend against area based grant; and comments and action planning for areas not meeting targets.
- 5.7 The Partnership is now starting to consider setting targets for the indicators selected. We have been advised that Home Office and Department for Children Schools and Families targets are likely to be prescriptive. This aside, it is envisaged that three year cumulative targets will be set, with interim yearly targets in place set so that performance trajectories can be assessed and monitored. For perception indicators where we currently have no baseline data, a confidence interval will be set. When the baseline is established at the end of the first year, the target will be the baseline plus a suitable percentage increase or decrease over the remaining two years. It is not envisaged that a national template will be set for target setting, however, locally target setting is likely to be based on trend analysis; key expectations of key public service delivery agents and discussions between LAA leads and the Government Office for London (GOL).
- 5.8 Government announced a new round of stretch reward on 4 February, with the total value to be at least £340 million. It also announced that the most deprived areas, which face the greatest challenges, will benefit from an additional £50 million reward. Split across the partnerships £340 million nationally is equivalent to an average of £2.2 million for each Local Area and the intention is to link reward payments to improvement across all of the up

to thirty-five targets agreed in the LAA negotiations, rather than specific indicators. Further information is awaited from GOL on how the funding will operate.

- 5.9 The duty to involve is intended to give local people, the third sector and the business sector and opportunity to have their say and get involved in the issues that affect their local area, influencing local decision making. Although the duty does not come into effect until April 2009, LAAs should be developed with this duty in mind. The LAA provides the Partnership with the opportunity to present to local communities a clear statement of how the partnership is tackling key priorities together. The duty to publish information about the LAA places a duty on the partnership to ensure that the LAA is publicly available, communicated actively in an accessible way throughout its life, including information on the progress of delivering targets. At the HSP on 11 February it was agreed that information on the LAA should be presented to residents via Local Area Assemblies and other established networks. A communications plan is being developed to support this.

6. Area Based Grant

- 6.1 The Area Based Grant (ABG) is a non-ring fenced grant made up from previously specific grants, the majority of which are already received by departments. Whilst local areas have discretion on how to utilise this funding, guidance suggests it should be used to deliver the national indicator set and local priorities identified within the Sustainable Community Strategy and LAA.
- 6.2 The allocation of ABG to Theme Boards was agreed by the HSP in February 2008 for 2008/09, subject to review in September 2008. Thematic Chairs, Lead Members and lead officers agreed the detail of the funding within their area in consultation with partners and these were approved by the HSP Performance Management Group meeting on 4 March 2008. See Appendix C.
- 6.3 The programme management team has informed existing project managers, funded through NRF and SSCF, of their approved allocation for 2008/09 as part of a closure programme for NRF and SSCF. A comprehensive performance review will be undertaken within six months with a view to adopting a new commissioning process across the whole partnership.
- 6.4 Responsibility is devolved to thematic areas to ensure the necessary Service Level Agreements and contracts are in place for all future LAA funded activity.

7. Thematic workshops

- 7.1 As agreed by the HSP in February 2008, half day workshops have been facilitated for each of the theme Boards during March. The workshops focused on the new national requirements, re-affirming roles and responsibilities, high level action planning and management of cross cutting indicators. The workshops proved successful and a report will be written up by the facilitators.

8. Conclusion

- 8.1 The LAA provides a key lever to bring about a more robust approach to local partnership working, providing the opportunity for partners to work together to deliver positive outcomes for local people.

Next steps

Activity	By When
Development of thematic board action plans	April 2008
Boroughs notified of DCSF statutory targets	April 2008
Negotiation on targets between partnership and GOL	April to June 2008
Final Ministerial sign off of Local Area Agreement	June 2008



Local Area Agreement
2008 – 2011

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Introduction

I am pleased, on behalf of Haringey Strategic Partnership, to present this new Local Area Agreement for the next 3 years.

Haringey Strategic Partnership (Haringey's Local Strategic Partnership) brings together public sector, business, community and voluntary sector organisations to improve the quality of life for all the people of Haringey. We are working together to deliver the real improvements in services that residents have said they want to improve their quality of life.

This new Local Area Agreement sets out those priority improvements areas that the Partnership will focus on for the next 3 years. It represents the collective view of the Partnership to deliver outcomes for our residents and communities that will make a significant difference in the medium term and ensure that we keep on track to achieve our longer term ambitions in the Sustainable Community Strategy.

In developing this agreement our aim is to deliver noticeable and lasting improvements and that Haringey is, and will continue to be, "A place for diverse communities that people are proud to belong to".

Councillor George Meehan

Leader of the Council and Chair of Haringey Strategic Partnership

The Haringey Story

The Haringey story is one of differential settlements, throughout the transition from an agricultural society to one of urban businesses and lifestyles. Ours is a history influenced from the earliest times by the inward and outward movement of people, and our connectivity to London, the regions and the world.

The growth of public transport, both train and tram, had an enormous effect on Wood Green, Tottenham, Bounds Green and Stroud Green in the second half of the nineteenth century. This began in 1859, with a station at Wood Green for the Great Northern Railway line from Kings Cross. In 1872 the Enfield to Liverpool Street line was opened, with stations at Seven Sisters, Bruce Grove and White Hart Lane. In 1873, Alexandra Palace station opened served by a branch line from Highgate.

In 1891 Tottenham had a population of 71,343. By 1931 this had grown to 157,772, with a large Jewish and East European community concentrated around the Hale.

This was the forerunner to the borough wide diversity that we celebrate in Haringey today, with our people speaking more than 100 languages, representing the continents of Europe, Asia, Africa, South and North America and the islands of the Caribbean.

The present place

The London Borough of Haringey consists of the former boroughs of Hornsey, Wood Green and Tottenham, which were amalgamated in 1965. Today Haringey reflects its past history of differential growth, its transport and road links. The borough retains its pattern of older “village” centres and open spaces alongside more recent development, and is home to the London landmarks of Alexandra Palace, Bruce Castle Museum and Spurs’ White Hart Lane stadium. The borough stretches from the prosperous neighbourhood of Highgate in the west to Tottenham in the east; one of the most deprived areas in the country, Haringey is a borough of dynamic contrast, of wealth and relative poverty, with a hugely diverse and growing population.

Our challenge is to find ways of maintaining the distinctiveness of our different centres, making the most of our opportunities by building on our positive achievements of recent years to create a strong, secure, empowered and cohesive place where all can fulfil their potential and make their contribution to the wider community.

We are working in partnership on the development of our spatial and physical assets to enhance community safety, cohesiveness and sustainability. We are also building and investing further in our people so that they achieve health and educational outcomes which give them a wide range of personal choice throughout their life - increasing the prosperity of the borough in terms of access to jobs and opportunities to do business and live preferred life styles.

Haringey is strategically located in the London-Stansted growth corridor. With excellent transport links to the West End, the City, Stansted itself, Stratford and the 2012 Olympics site, the borough is good for business and for commuting – with an estimated 350,000 new jobs to be created within an hour's travelling distance from the borough by 2016.

The potential of our own major development sites – the extensive former utilities lands of the Haringey Heartlands, and underused waterside light industrial areas of Tottenham Hale – is now being unlocked through an ambitious regeneration strategy, to create 9,000 jobs and 8,000 new mixed tenure homes.

We are well placed to contribute to a resurgent North London economy, and with our neighbours Enfield and Waltham Forest we share the major regional regeneration opportunities and challenges of the Lee Valley.

Haringey's People

The borough has a growing population, projected to increase by 23 per cent by 2031, with the numbers of children rising at the fastest rate. Over half our population is under

35; our population aged over 50 is also increasing, from 48,295 in 2001 to an estimated 60,400 in 2021.

Haringey's tradition of diversity continues, with some 50 per cent of our population overall, and three-quarters of our young people from ethnic minority groups. Within the borough there are more than 100 languages spoken.

Our people are entrepreneurial, with global connections. Through raising educational achievement and narrowing the gap between existing skills and the demands of the 21st century economy we want to maximise employment opportunities for everyone.

Active citizenship is a key part of our community. We have some 800 organisations in our voluntary, community and faith sectors, providing a firm basis for extending involvement and cohesion.

We put social justice and equalities at the heart of what we do. Haringey has welcomed new communities over the centuries and we have fostered excellent community relationships. Haringey is a cohesive borough that respects diversity and promotes those values that we hold in common. This commitment will continue to bond our community and make Haringey a better place to live.

Our Key challenges are to:

- Ensure that we maintain our excellent community relations through building on the shared understanding we have and the positive reasons that have always drawn people to Haringey;
- Encourage inward investment into Haringey to help unlock the potential that exists;
- Meet the demands of a growing population and maximise our opportunities as we need greater investment in services, housing and infrastructure and transport to improve connectivity with areas of opportunity;

- Tackle deprivation and child poverty; our aim is to reduce the impact of poverty on the lives of our children and put in place the opportunities and encouragement needed, such as improved schools and more and better housing, to enable our children and their families to overcome the barriers of deprivation;
- Meet the need for growth through sustainable development, tackling the effects of climate change;
- Reduce levels of worklessness through sustainable employment and increased skill levels, particularly in the east of the borough;
- Reduce the fear and incidence of crime through building on locally focused work and intelligence;
- Address the health inequalities that exist across the borough - improving the quality of life and extending opportunities for people to take greater responsibility for their health and exercise greater choice over their care, so that they can lead fulfilling independent lives;
- Enhance the experience that our residents and stakeholders have within the borough and continue to improve perceptions of existing and potential residents and businesses;
- Encourage more active citizenship and greater involvement of residents in the planning and design of services to the community.

Haringey's residents say that Haringey is now a better place to live. We know that the fear of crime has significantly reduced and that perceptions around the repair of roads and pavements, street cleaning and our parks and open spaces have all made exceptional improvements. These factors will provide a firm base to address our key challenges.

Haringey's Partnership

The borough will address these key challenges by working in partnership. The needs and aspirations of our residents will be at the centre of the partnership's activity. Our approach is ambitious and multi-disciplinary, integrating spatial planning, transport, social and economic development, housing renewal, active labour market initiatives, a strong cultural policy and a real effort to engage and satisfy our residents as well as our visitors and investors. All are important to Haringey, and this is clearly demonstrated in the membership, vision and priorities of our local strategic partnership.

Haringey's Sustainable Community Strategy

Our vision

The Haringey Sustainable Community Strategy was finalised after the most extensive consultation exercise ever mounted in the borough. Haringey's citizens told us that what they valued most was the borough's diversity and our vision reflects this.

“A place for diverse communities that people are proud to belong to”.

Our Local Area Agreement will take forward the six key outcomes set out in the Strategy to deliver that vision:

People at the heart of change

To meet the needs of our growing and changing population, we need more homes, more jobs, more schools and community facilities. Our challenge is to meet this demand by creating cohesive, sustainable and attractive communities, where people want to live, work, invest and do business. Those neighbourhoods that suffer acute long-term poverty and deprivation will be linked and integrated with the new developments, housing investment and the opportunities this offers, to create places in which people are proud to live, where they can settle and make a success of their lives.

We will capitalise on our location to generate inward investment, centred on our clusters of particularly successful business activity, including cultural and creative

industry in Wood Green, and food and drink production. We will improve our transport connections to increase access to the opportunity areas of Stratford and Stansted, as well as the City, so that all our people can share in London's success.

We have made great strides with our Better Haringey environmental clean-up campaign tackling litter, fly-tipping and graffiti, and our parks improvement programme winning eight Green Flags, the joint highest in London.

We want to continue those efforts, using innovation and the support of residents and businesses, so that Haringey's streets, parks and open spaces are greener, cleaner, more welcoming and safer. Our aim is to ensure that those areas of greatest challenge improve to become as good as the best.

A sustainable future

While we must build to meet need, we must do so in a way that meets the challenge of climate change. Haringey wants to manage its environmental resources more effectively and protect our heritage, biodiversity and open space.

The Haringey Strategic Partnership has begun this effort with the Greenest Borough strategy, now being finalised. It sets challenging targets for sustainable development and reducing our carbon footprint, with the council and partners taking the lead.

While encouraging all households to cut energy use, we will continue to tackle fuel poverty, ensuring that the poorest and most vulnerable members of our community get the assistance they need. Our recycling rate has now topped 25 per cent for the first time; we will continue to encourage and support recycling and waste minimisation, ensuring our efforts address the biggest challenges.

We want our children to be Haringey's first "green generation". We already have more school travel plans than any other London borough; we will continue to improve public transport and encourage walking and cycling, promoting healthier lifestyles. This will also help tackle social exclusion, make our streets safer and reduce harmful emissions.

Economic vitality and prosperity for all

Too many in our community have not been able to share in the capital's prosperity. Haringey ranks 18th in the latest Index of Multiple Deprivation, and poverty and low pay have a particularly high impact upon the life chances of our children and young people. We know that child poverty is an issue for the borough. The Income Deprivation Affecting Children Index 2007 shows that Haringey has the fifth highest level of child poverty across London. We are developing our own child poverty strategy to support the regional strategy emerging through the 2020 London Child Poverty Commission.

With 69 per cent adult employment, compared with 74 per cent nationally, Haringey has to get 16,600 people into jobs to meet our 80 per cent employment target. We have a significant skills deficit, and although exam results have improved at twice the national average since 2001, there is more to be done to ensure that children and their families are equipped with the right skills and qualifications to help them make a success of their lives. We have begun to tackle these challenges through the innovative Haringey Guarantee, a public/private partnership programme where priority groups are targeted for training and guaranteed job interviews with local employers. Families into Work will be a key project of the Haringey Guarantee – a special family focused dimension to the Guarantee.

The vision for the Families into Work project is to improve the life chances of people in Northumberland Park by working with families to identify and provide the services needed to enable parents to take up paid work and for children to achieve success in education and develop the skills and desire to obtain work with career prospects. Families into Work will be an innovative pilot project focusing on families in a specific neighbourhood. This will test out an approach that is replicable and scaleable, based on better use and co-ordination of neighbourhood assets - schools, children's centres, community resources.

We will maintain and extend this work, combining our employment and skills programmes to give local people the skills they need to secure sustainable employment. We will also focus on increasing in-work benefit uptake, and on income

maximisation, debt counselling and other social inclusion initiatives for those unable to work.

Safer for all

Although recorded crime has fallen by 13.5 per cent over the past year, Haringey remains a high-volume crime area, with burglary, theft from the person and theft from motor vehicles particularly prevalent. Crime is consistently listed as residents' top concern. We have, however, made exceptional progress on this and our most recent residents survey shows that residents feel safer than in previous years and safer than the rest of London, although we also know that young people in Haringey are somewhat more fearful of crime than the rest of London.

While the fear of crime has diminished, our challenge remains two-fold: To continue to address this perception gap through better and more targeted communications; and to tackle persistent problems, including anti-social behaviour, domestic violence, drugs, violence and acquisitive crime.

We will help vulnerable people with extra security, and make sure that young people are engaged in positive activities with increased education, training and employment opportunities as an alternative to crime. More people are entering drug treatment, and we will encourage that trend.

We will address the under-reporting of crime among certain groups, for example young people, some ethnic minorities and victims of hate crime, and tackle particular issues among the borough's newer communities.

Healthier communities with a better quality of life

On average Haringey residents still die younger than in England as a whole, and there are substantial health inequalities within the borough. In some of our most deprived areas there is a gap of eight years in life expectancy for men, compared to the most affluent areas.

Our Well-being Strategic Framework aims to enable people to live longer and healthier lives in all parts of Haringey. We will increase opportunities for older people to live

independently, with extra support for carers – some 16,000 people carrying out unpaid work valued at £184.2 million a year.

We will also focus on increasing physical activity, reducing smoking and alcohol-related harm; and improving mental health and developing support services for vulnerable people.

We will also prioritise improving outcomes for young people growing up in households experiencing high levels of poverty.

Housing need has been increasing in Haringey and the levels of homelessness are among the highest in London. We have more than 5,000 households in temporary accommodation, and one in five households is overcrowded. The challenge is compounded by high prices and rents. To meet our ambitions and resident aspiration we need to reduce reliance on temporary accommodation. Our priority is therefore to increase the supply of housing, ensuring that there is greater market choice with more family sized and affordable homes. We also want to improve the quality of Haringey's housing stock, achieving the Decent Homes Standard.

People and customer focused

Finally, the council and our partners will continue to transform the borough's services and facilities, focusing on customer aspirations, user experience coupled with a comprehensive assessment of needs and analysis of relevant evidence, to meet the diverse expectations and requirements of our residents.

We will engage in targeted consultation and dialogue, using community participation and civic engagement to ensure that decisions accord with citizens' aspirations. Customer perceptions, user experience and insight, together with supporting data and intelligence, will be at the heart of service transformation and delivering value for money. We will build on initiatives such as our Learning Disabilities partnership, the Older Peoples Forum, with service user representatives, our participatory budgeting exercises at our Area Assemblies and our active Youth Council.

In appropriate areas we will develop individualised budgets and self-directed support.

Haringey has a strong and growing voluntary, community and faith sector, which plays a critical part in our Strategic Partnership and a vital role in connecting with hard to reach communities. Working together we will encourage volunteering and wider participation in local life, to bring our communities and generations together and impart new skills and wider horizons for the socially isolated and excluded.

Putting our LAA into action

A performance management framework for the Haringey Strategic Partnership

Haringey's vision and ambitions are supported by a thorough assessment of the borough's needs and a clear understanding of our resident's perceptions. The borough's progress in achieving these ambitions will be monitored through an effective performance management system that makes outcomes for residents paramount. The Haringey Strategic Partnership has now agreed a new performance management framework to enable this. This framework addresses the demands of the new Comprehensive Area Assessment, the new national indicators and requirements around the LAA that were introduced by the Local Government Act 2007.

This framework will enable an overview of partnership performance and will be used to inform the commissioning and funding of projects to deliver the LAA. This will be based upon:

- An understanding of the existing and future needs of the community that is used to inform the activity the partnership undertakes to achieve the required outcomes;
- Effective arrangements to identify, manage and overcome the risks and barriers to achieving successful outcomes.

The Performance Management Group and the Partnership Theme Boards

The Haringey Strategic Partnership has put in place arrangements for:

- Regular reporting to the high level Performance Management Group¹ to give them a clear overview of progress across the whole LAA, enabling them to make strategic and timely decisions.
- Each Partnership Theme Board taking responsibility for:

¹ This comprises the Council Leader, who Chairs this group, the Chief Executives of the Council, the PCT and the Voluntary Sector and Haringey's Borough Commander from the Metropolitan Police Service

- Developing the action plans, to support the delivery of the LAA. This will be done by the end of April 2008;
- Ensuring that they achieve their specific LAA targets/outcomes;
- Commissioning of and accountability for the projects and financial management;
- Taking the necessary remedial action where outcomes are at risk and bringing performance up to scratch.

The Partnership Theme Boards will have the support they need to enable them to take on this more developed role. There will be regular monitoring to ensure that the Partnership Theme Boards are meeting the required outcomes and that projects are delivered on target.

The Area Based Grant

A partnership approach has been taken in the allocation of the Area Based Grant, and the allocation for 2008/9 was agreed through the Haringey Strategic Partnership in March. This will be reviewed through the partnership in September 2008, in line with our priorities as set out in the Sustainable Community Strategy and the LAA.

The voluntary and community sector

Haringey's voluntary and community sector are at the heart of the strategic partnership. They have their place on the high level Performance Management Group described above and have overseen the development of the LAA. Haringey's voluntary sector receives more than £14 million funding each year. This is a significant sum and as such the voluntary sector plays a major role in delivering the borough's social and community programmes. As well as this overarching role, Haringey's voluntary sector have a critical part to play in connecting the partnership to hard to reach communities, tackling social exclusion and promoting social cohesion.

Equalities and cohesion

Haringey has a broad and inclusive strategic partnership that effectively represents and successfully incorporates diversity of the borough, including our dynamic voluntary sector. Through working together, coupled with effective and accountable leadership, we have in place the range of agencies and organisations to deliver the changes we want to bring about. We will ensure that our efforts continue to meet the needs of our changing and cosmopolitan community. Haringey Council is leading a new Community Cohesion Forum that will bring Haringey's many communities together – including communities of race, ethnicity, faith, age, and sexuality. The forum will provide all of us with a chance to make connections, foster understanding, address shared challenges and solve common problems.

Haringey's Local Area Agreement will play a key part in encouraging effective and productive community relations and bringing benefits to our all the community . An equalities impact assessment has been undertaken on our choice of LAA indicators; this has found that these will have overwhelmingly positive effects upon Haringey's many communities. The equalities impact assessment addressed:

- Age
- Disability
- Ethnic origin, nationality, national origin, race
- Gender
- Religion or belief
- Sexual orientation; and
- Income/deprivation.

The impact assessment has demonstrated that the LAA will address the specific local needs of particular equalities groups and reduce the barriers to equality and promote social justice in Haringey.

Putting the community at the heart of decision making

A new Community Link Forum has been established and an election process is underway to determine those who will become community representatives on the partnership. There has been a huge interest in these elections and this will serve to strengthen the whole partnership. This is extremely encouraging and the partnership is heartened by the level of involvement.

Understanding and acting on what Haringey's citizens think about the services they receive and meeting their hopes and aspirations will be a key part of transforming service delivery within the respective organisations of the partnership. The LAA puts user perceptions and experience at centre stage.

Our other strategies and plans

The Council and the partnership have in place the plans and strategies that will help deliver the key priorities for Haringey. There is a robust framework and guidance for the development of plans and strategies. This framework ensures that strategies build on key linkages, are integrated into partnership working, are aligned with and help to deliver the LAA and are subject to regular review and evaluation, tying into the overall performance management system. Our major plans and strategies are aligned with the LAA evidence base that has been developed to support this narrative.

Conclusion

This new LAA is a three year commitment that allows Haringey Strategic Partnership to further address the challenges we have identified locally and prioritised here for collective action. It reflects our unique circumstances in terms of Haringey's communities, our place regionally within the Capital, nationally and globally. This LAA also provides us with greater opportunities to build on the successful partnership working that currently takes place within Haringey Strategic Partnership. By committing to this LAA we aim not only to achieve the improvements that we have set ourselves in the outcomes framework but to achieve these within the context of our long term ambitions as set out in our Sustainable Community Strategy.

LAA Outcomes Framework

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Stronger Communities								
NI :	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
1	% of people who believe people from different backgrounds get on well together in their local area	People at the heart of change	80.6% (07/08 Residents Survey)	Tbc	Tbc	tbc	Council - Sharon Kemp	PMG
4	% of people who feel that they can influence decisions in their locality	People and customer focused	tbc	Tbc	Tbc	tbc	Council - Sharon Kemp	PMG
6	Participation in regular volunteering	People at the heart of change	80 (Volunteer placements achieved by the volunteer centre)	10%	10%	10%	HAVCO - Naeen Sheik	PMG
Local	NI 7: Environment for a thriving third sector	People at the heart of change	N/A	Conduct mapping research of the third sector	Tbc	tbc	HAVCO - Naeen Sheik	PMG
8	Adult participation in sport (2007 – 2010 stretch target)	Healthier people with a better quality of life	22.9% (06/07 Active People Survey)	22.9%	26.9%	Tbc	Council - Phung Mun (Sport England reports)	Well-being Partnership

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Safer Communities								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
15	Serious crime rate.	Safer for all	tbc	Tbc	Tbc	tbc	Police - Richard Wood	Safer Communities
16	Serious acquisitive crime	Safer for all	tbc	Tbc	Tbc	tbc	Police - Richard Wood	Safer Communities
21	Dealing with local concerns about ASB and crime by the local council and police	Safer for all	tbc	Tbc	Tbc	tbc	Police - Richard Wood	Safer Communities
Local	NI 32 Repeat incidents of domestic violence	Safer for all Healthier people with a better quality of life.	tbc	Tbc	Tbc	tbc	Police - Richard Wood	Safer Communities
35	Building resilience to violent extremism	Safer for all	3.5 (mean average).	Tbc	Tbc	tbc	Council - Sharon Kemp	Safer Communities
39	Alcohol-harm related hospital admission rates	Safer for all Healthier people with a better quality of life.	tbc	Tbc	Tbc	tbc	TPCT - Tracey Baldwin (DAAT)	Well-being Partnership
40	Drug users in effective treatment	Safer for all	2006/07 781 2007/08 estimated at 833	950	1045	1150	TPCT - Tracey Baldwin (DAAT)	Safer Communities

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Safer Communities								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
Local	Number of incidents of domestic violence that result in sanction detections (2007-2010 stretch target)	Safer for all Healthier people with a better quality of life.	652(06/07)	770 or36%	813 or38%	tbc	Police - Richard Wood	Safer Communities
Local	Repeat victimisation of domestic violence 92007 - 2010 stretch target)	Safer for all Healthier people with a better quality of life.	201	181	176	tbc	Police - Richard Wood	
Local	Reduction in personal robbery (2007-2010 stretch target)	Safer for all	1919	-	4915 (Cumulative target over 3 years)	tbc	Police - Richard Wood	Safer Communities

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Children and Young People								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
Be Healthy								
51	Effectiveness of CAMHS services	Healthier people with a better quality of life	tbc	Tbc	Tbc	tbc	Council - Sharon Shoesmith	Children and Young People
Local	NI 53: Prevalence of breastfeeding at 6-8 weeks from birth	Healthier people with a better quality of life	tbc	Tbc	Tbc	tbc	TPCT - Tracey Baldwin	Children and Young People
54	Services for Disabled Children	Healthier people with a better quality of life	tbc	Tbc	Tbc	tbc	Council - Sharon Shoesmith	Children and Young People
56	Obesity among primary school age children in year six **	Healthier people with a better quality of life	tbc	Tbc	Tbc	tbc	Council - Sharon Shoesmith	Children and Young People
Local	Increase the % of children immunised by the second birthday	Healthier people with a better quality of life	tbc	Tbc	Tbc	tbc	TPCT - Tracey Baldwin	Children and Young People
Local	Number of schools achieving healthy schools status (2007 – 2010 stretch target)	Healthier people with a better quality of life	13%	75%	85%	tbc	Council - Sharon Shoesmith	Children and Young People

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Children and Young People								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
Stay Safe								
Local	Victim support services for children and young people	Safer for all	tbc	Tbc	Tbc	tbc	Police - Richard Wood	Safer communities
Local	NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement	Safer for all	tbc	Tbc	Tbc	tbc	Council - Sharon Shoesmith	Children and Young People
Enjoy and Achieve								
79	Achievement of level two qualifications by aged 19 (2007 -2010 stretch target)	Economic vitality and prosperity shared by all	66%	68%	70%	72%	Council - Sharon Shoesmith	Children and Young People
Enjoy and Achieve (Statutory Indicators for attainment and early years)								

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Children and Young People								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
72	Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10	Economic vitality and prosperity shared by all	41.2%	46.1%	48%	51%	Council - Sharon Shoesmith	Children and Young People
73	Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) PSA 10	Economic vitality and prosperity shared by all	66%	70%	75%	78%	Council - Sharon Shoesmith	Children and Young People
74	Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) PSA 10	Economic vitality and prosperity shared by all	57%	61%	66%	68%	Council - Sharon Shoesmith	Children and Young People
75	Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10	Economic vitality and prosperity shared by all	37.4%	44%	50%	52%	Council - Sharon Shoesmith	Children and Young People

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Children and Young People								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
83	Achievement at level 5 or above in Science at Key Stage 3 DCSF DSO	Economic vitality and prosperity shared by all	61%	65%	70%	72%	Council - Sharon Shoesmith	Children and Young People
87	Secondary school persistent absence rate DCSF DSO	Economic vitality and prosperity shared by all	7.2%	7%	6.5%	5.6%	Council - Sharon Shoesmith	Children and Young People
92	Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11	Economic vitality and prosperity shared by all	40.5%	34.5%	33.4%	32%	Council - Sharon Shoesmith	Children and Young People
93	Progression by level 2's in English between Key Stage 1 and Key Stage 2	Economic vitality and prosperity shared by all	84.5%	85.5%	87%	88%	Council - Sharon Shoesmith	Children and Young People
94	Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11	Economic vitality and prosperity shared by all	74.7%	78%	86%	87%	Council - Sharon Shoesmith	Children and Young People

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Children and Young People								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
95	Progression by 2 levels in English between Key Stage 2 and Key Stage 3 PSA 11	Economic vitality and prosperity shared by all	35.7%	38%	41%	44%	Council - Sharon Shoesmith	Children and Young People
96	Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 PSA 11	Economic vitality and prosperity shared by all	55%	57%	61%	63%	Council - Sharon Shoesmith	Children and Young People
97	Progression by 2 levels in English between Key Stage 3 and Key Stage 4 PSA 11	Economic vitality and prosperity shared by all	55.5%	59.5%	65%	66%	Council - Sharon Shoesmith	Children and Young People
98	Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 PSA 11	Economic vitality and prosperity shared by all	36.4%	38.5%	42%	44%	Council - Sharon Shoesmith	Children and Young People
99	Children in care reaching level 4 in English at Key Stage 2 PSA 11	Economic vitality and prosperity shared by all	52%	48%	44%	tbc	Council - Sharon Shoesmith	Children and Young People

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Children and Young People								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
100	Children in care reaching level 4 in Maths at Key Stage 2 PSA 11	Economic vitality and prosperity shared by all	43%	48%	44%	tbc	Council - Sharon Shoesmith	Children and Young People
101	Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11	Economic vitality and prosperity shared by all	12.5%	29%	31%	tbc	Council - Sharon Shoesmith	Children and Young People
Make a Positive contribution								
111	First time entrants to the Youth Justice System aged 10-17	Safer for all	Baseline figure 2006 - 450 End of year figure 2007 - 373	Tbc	Tbc	tbc	Council - Sharon Kemp	Safer Communities
112	Under 18 conception rate	Healthier people with a better quality of life	tbc	Tbc	Tbc	tbc	Council - Sharon Shoesmith	Children and Young People
113	Prevalence of Chlamydia in under 20 year olds	Healthier people and a better quality of life	2006/2007 out turn was 600 (screening)	Tbc	Tbc	tbc	TPCT - Tracey Baldwin	Children and Young People
Economic Wellbeing								

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Children and Young People								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
116	Proportion of children in poverty **	Healthier people and a better quality of life	tbc	Tbc	Tbc	tbc	Council - Sharon Shoesmith (DWP reports)	Children and Young People
117	16 to 18 year olds who are not in education, training or employment (NEET) (2007 -2010 stretch target)	Economic vitality and prosperity shared by all	11.60%	11%	10.40%	tbc	Council - Sharon Shoesmith	Children and Young People

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Adult Health and Wellbeing								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
Local	NI 119 Self reported measure of peoples overall health and well being	Healthier people with a better quality of life	tbc	Tbc	Tbc	tbc	TPCT - Tracey Baldwin	Wellbeing Partnership
121	Mortality rate from all circulatory diseases at ages under 75	Healthier people with a better quality of life	tbc	Tbc	Tbc	tbc	TPCT - Tracey Baldwin	Wellbeing Partnership
123	16+ current smoking rate prevalence	Healthier people and a better quality of life	06/07 240 N17 4-week quitters	Tbc	Tbc	tbc	TPCT - Tracey Baldwin	Wellbeing Partnership
125	Achieving independence for older people through rehabilitation /intermediate care	Healthier people and a better quality of life	D41 - 06/07 - 64, 07/08 - 36.D55 - 06/07 - 81, 07/08 - 96D56 - 06/07 - 90, 07/08 - 90C32 - 06/07- 93.1 07/08- 101.6	Tbc	Tbc	tbc	Council - Phung Mun	Wellbeing Partnership

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Adult Health and Wellbeing								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
126	Early access for women to maternity services	Healthier people with a better quality of life	Local audits that the number of women booking before 12 weeks is low and that late booking is an issue, with c 20% of women estimate to book after 20 weeks.	Tbc	Tbc	tbc	TPCT - Tracey Baldwin	Children Young People's
Local	NI 127 Self reported measure of social care users	Healthier people with a better quality of life	tbc	Tbc	Tbc	tbc	Council - Phung Mun	Wellbeing Partnership
Local	% of HIV infected patients with CD4 count <200 cells per mm3 at diagnosis		tbc	Tbc	Tbc	tbc	TPCT - Tracey Baldwin	
135	Carers receiving needs assessment or review and a specific carer's service, or advice and information	Healthier people with a better quality of life	06/07 6.8% 07/08 9.1% actual /12.1% projected	Tbc	Tbc	tbc	Council - Phung Mun	Wellbeing Partnership
Local	Number of smoking quitters in the N17 area (2007 -2010 stretch target)	Healthier people and a better quality of life	240 (06/07)	300	300	tbc	TPCT - Tracey Baldwin	Wellbeing Partnership

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Adult Health and Wellbeing								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
Local	Improved living conditions for vulnerable people ensuring that housing is made energy efficient decent and safe (2007 – 2010 stretch target – 4 elements)	Healthier people and a better quality of life Environmentally sustainable future	April – December 2006 : 316 April – December 2007: 1683	tbc	tbc	tbc	Council - Niall Bolger	Integrated Housing Board / Wellbeing Partnership
	1. Carbon emissions from vulnerable private households		108 tonnes	-	376 tonnes (3 year cumulative target)	tbc		
	2. Number of older people permanently admitted into residential and nursing care		131	135	115	Tbc		
	3. Number of adults permanently admitted into residential and nursing care		34	28	20	Tbc		
	4. Number of accidental dwelling fires		248 (05/06)	230	230	tbc		

**Haringey Strategic Partnership's Local Area Agreement
2008/09 - 2010/11**

**National Outcome:
Tackling Exclusion and Promoting Equality**

No:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
140	Fair treatment by local services	Healthier people with a better quality of life	06/07 70%.	Tbc	Tbc	tbc	Council - Phung Mun	PMG
141	Number of vulnerable people achieving independent living **	Healthier people with a better quality of life		Tbc	Tbc	tbc	Council - Phung Mun	Wellbeing Partnership
149	Adults in secondary mental health services in employment (38)	Healthier people with a better quality of life	SP KPI 1 – 06/07 – 98.24%, 2007/08 – 98.30% AO/C31 – 06/07 – 2.8 (436), 2007/08 – 4.16 (639)	Tbc	Tbc	tbc	Council - Phung Mun	Wellbeing Partnership

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Local Economy								
No:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
153	Working age people claiming out of work benefits in the worst performing neighbourhoods	Economic vitality and prosperity shared by all	May 2006 - 23.0 per cent May 2007 – 21.8 per cent	Tbc	Tbc	Tbc	Council - Niall Bolger	Enterprise Board
154	Net additional homes provided	People at the heart of change	tbc	Tbc	Tbc	Tbc	Council - Niall Bolger	Integrated Housing Board
Local	NI 155 Number of affordable homes delivered (gross)	People at the heart of change	2006/07 204 2007/08 250	Tbc	Tbc	Tbc	Council - Niall Bolger	Integrated Housing Board
156	Number of households living in temporary accommodation	Healthier People with a better quality of life	5696	Tbc	Tbc	Tbc	Council - Niall Bolger	Integrated Housing Board
Local	NI 158 % of decent council homes	Healthier People with a better quality of life	42.0% (Q3 07/08) 44.67% (06/07), 49.91% (05/06)	Tbc	Tbc	Tbc	Council - Niall Bolger	Integrated Housing Board
171	VAT registration rate	Economic vitality and prosperity shared by all	2005 - 47.1 2006 - 43.4	Tbc	Tbc	Tbc	Council - Niall Bolger	Enterprise Board

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Local Economy								
No:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
Local	Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace	Economic vitality and prosperity shared by all	tbc	Tbc	Tbc	Tbc	Council - Niall Bolger	Enterprise Board
Local	Adults achieving a full level two qualification and entered employed and those gaining a qualification in the workplace	Economic vitality and prosperity shared by all	tbc	Tbc	Tbc	Tbc	Council - Niall Bolger	Enterprise Board
Local	Number of eligible individuals supported into employment through the Haringey Guarantee taking up Working Tax Credit	Economic vitality and prosperity shared by all	tbc	Tbc	Tbc	Tbc	Council - Niall Bolger	Enterprise Board
Local	Number of eligible Haringey Guarantee participants taking up Child Tax Credit	Economic vitality and prosperity shared by all	tbc	Tbc	Tbc	Tbc	Council - Niall Bolger	Enterprise Board
Local	Number of people from the worst twelve wards helped into sustained work (2007-2010 stretch target)	Economic vitality and prosperity shared by all	0	-	120 (JSA) 110 (lone parents) 3 year cumulative	tbc	Council - Niall Bolger	Enterprise Board

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Local Economy								
No:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
Local	Number of people on incapacity benefit for more than six months helped into sustained work (2007-2010 stretch target)	Economic vitality and prosperity shared by all	0	-	180 3 year cumulative	tbc	Council - Niall Bolger	Enterprise Board

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Environmental Sustainability								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
186	Per capital CO2 emissions in the LA area **	An environmentally sustainable future	tbc	Tbc	Tbc	tbc	Council - Niall Bolger	Better Places
187	Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating	Healthier people and a better quality of life Environmentally sustainable future	April – December 2006 : 316 April – December 2007: 1683	Tbc	Tbc	tbc	Council - Niall Bolger	Integrated Housing Board

Haringey Strategic Partnership's Local Area Agreement 2008/09 - 2010/11								
National Outcome: Environmental Sustainability								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Lead Partner	Thematic Board
192	Household waste recycled and composted (2007 -2010 stretch target)	An environmentally sustainable future	2006/07 24.72% 2007/08 25.37%	-	31.80% 3 year cumulative	tbc	Council - Niall Bolger	Better Places
195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting)	People at the heart of change	2006/07 a. 40% b. 5% c. 5% d. 3 2007/08 a. 27%, b. 5%, c. 2%, d. 2	Tbc	Tbc	tbc	Council - Niall Bolger	Better Places
Local	Reduction in litter and detritus for three SOA (2007 -2010 stretch target)	People at the heart of change	42%	-	20% 3 year cumulative	tbc	Council - Niall Bolger	Better Places
Local	Number of Green Flag parks (2007 -2010 stretch target)	People at the heart of change	2 (06/07)	-	12 3 year cumulative	tbc	Council - Phung Mun	Better Places
Local	Access to services and facilities by public transport (and other specified models)	An environmentally sustainable future	tbc	Tbc	Tbc	tbc		
Local	NI 198 Children travelling to school - mode of transport usually used	An environmentally sustainable future	tbc	Tbc	Tbc	tbc	Council - Sharon Shoesmith	Children and Young People

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APPENDIX C - Area Based Grant by Theme Board

Grant Title	Project Title	Project Manager
Safer Communities Executive Board		
PVEF	Preventing violent extremism	Sean Sweeney
		PVEF Sub-Total
SSCF	ASBAT : Private and public sector work	Mike Bagnall
	ASB Grant	Claire Kowalska
	DAAT Partnership Support Grant	Marion Morris
		SSCF Sub-Total
WNF	Safer Communities Provision	Claire Kowalska/ Jean Croot
WNF	ASBAT CCTV - Intervention Support	Mike Bagnall
WNF	Partnership Board Delivery Plans	Claire Kowalska
WNF	Addressing and reducing domestic violence	Eve Featherstone
WNF	YOS Asylum worker	Linda James
WNF	Community Safety CCTV Management	Ann Cunningham
WNF	Haringey Police Provision	Ian Kibblewhite
WNF	Anti-Burglary Project	Steve Fallon - Metropolitan Care & Repair
WNF	Victim Support	Vanessa Maugey - Victim Support
		NRF Sub-Total
		Grand Total
Theme Board Allocation from ABG		

Better Places Partnership		
SSCF	Street Wardens (revenue)	Ian Blake
		SSCF Sub-Total
WNF	Working with Education & Voluntary Sectors	Tanya Adair
WNF	Parks Cleansing	Tim Pyall
WNF	Green Outreach	Jan Wilson
WNF	Graffiti & Fly-Posting Removal	Michael McNicholas
WNF	Fly Tip Management	Michael McNicholas
WNF	Litter Management	Michael McNicholas
WNF	New Recycling Projects:	Michael McNicholas
WNF	Mobile Clean-Up Teams & Street Cleaning	Michael McNicholas
WNF	Saturday Night Collection	Michael McNicholas
WNF	Street Enforcement	Rob Curtis
WNF	Tottenham High Road Manager	David Hennings
WNF	Accessible Transport Programme	Adam Hunt
WNF	Community Clear-Ups	Michael McNicholas
WNF	Street Washing	Michael McNicholas
WNF	Finsbury Park Enforcement Officers	Despina Johnson - FinFuture
WNF	Vulnerable Communities Programme	Andrea Keeble
		NRF Sub-Total
		Grand Total
Theme Board Allocation from ABG		

Grant Title	Project Title	Project Manager
Enterprise Partnership Board		
WNF	Families into Work	Martin Tucker
WNF	Tackling Worklessness - Northumberland Park School	Martin Tucker
WNF	Moving Forward - Positive Employment	Martin Tucker
WNF	Haringey At Work	Martin Tucker
WNF	Working for Health - HPCT	Martin Tucker
WNF	Work Placements for Employment - HAVCO	Martin Tucker
WNF	Extending the SSCF Tackling Worklessness Programme: The Haringey Guarantee	Martin Tucker - Economic Regeneration
WNF	Employment Action Network	Sean Burke
WNF	City Growth & Economic Development Support	Karen Galey
WNF	Evaluation - CSC	Martin Tucker
		NRF Sub-Total
		Grand Total
		Theme Board Allocation from ABG

Children & Young People's Strategic Partnership		
14-19 Flexible Funding Pot	14-19 Programme	Sean May
Care Matters White Paper	Children in Care	Cecilia Hitchen
Child and Adolescent Mental Health Service Grant (CAMHS)	Child and adolescent mental health services	Marion Wheeler
Child Death Review Process	Safeguarding children and young people review	Teresa Walse Jones
Children's Fund (inc. On Track)	Children's Fund	Ian Bailey
Children Social Care Workforce Reform	Social care workforce reform	Cecilia Hitchen
Choice Advisers	Fair access to schools	Jennifer James
Connexions	Connexions	Jenette Karklins
Education Health Partnerships	Healthy Schools	Jude Clements
Extended Rights to Free Travel	Free Travel	Ian Bailey
Extended Schools Start Up	Extended Schools	Jan Doust

Grant Title	Project Title	Project Manager
Positive Activities for Young People	Elite Leisure	Belinda Evans
Positive Activities for Young People	Haringey on Track	Jean Croot
Positive Activities for Young People	Haringey Shed	Maria Hajipanayi
Positive Activities for Young People	Haringey YIP	Jean Croot
Positive Activities for Young People	Haringey Youth Service Project	Belinda Evans
Positive Activities for Young People (continuing)	Interchange Trust	Belinda Evans
Positive Activities for Young People (continuing)	Health for Young People	Belinda Evans
Positive Activities for Young People (continuing)	KORI	Belinda Evans
Positive Activities for Young People (continuing)	SAS Martial Arts Academy	Belinda Evans
Positive Activities for Young People (continuing)	Staff Costs	Belinda Evans
Positive Activities for Young People (continuing)	Exposure NSF	Ayten Kiani (Children & Young People's Service)
		PAYP Total
Primary National Strategy - Central Co-ordination Allocation	Primary Team Salary Costs	Barbara Breed
School Development Grant	Special Educational Needs	Phil Di Leo
School Development Grant	Behaviour Improvement Programme	Jan Doust
School Development Grant	Excellence in Cities	John Edwards
School Development Grant	Haringey Shed	Maria Hajipanayi
School Development Grant	City Learning Centre	John Edwards
School Development Grant	ICT in Schools	John Edwards
School Development Grant	Governor Support and Training Unit	Pat Elcock
	School Development Grant Total	

Grant Title	Project Title	Project Manager
School Improvement Partners Allocation	School Improvement Partners	John Edwards
School Intervention Grant	School intervention	Janette Karklins
School Travel Advisers Allocation	School Travel Advisers salary	Ian Bailey
Secondary National Strategy Central Co-ordination Allocation	Secondary Strategy	John Edwards
Secondary National Strategy Behaviour & Attendance Allocation	B&A Consultant	Jane Blakely
Sustainable Travel General Duty	Sustainable Travel	Ian Bailey
Teenage Pregnancy (Local Implementation Grant)	Teenage pregnancy and teenage parents	Su Shaw
WNF	Positive Futures	Ayten Kiani
WNF	Teenage Pregnancy, Sexual Health & Parental Support	Su Shaw
WNF	Improving Literacy	Ruth Robertson
WNF	Parental Involvement	Sharon Bolton
WNF	Reparation project	Linda James
WNF	Casework team	Linda James
WNF	Parenting worker	Linda James
WNF	Youth Inclusion & Support Programme	Ian Kibblewhite
WNF	Support to Supplementary & Community Schools	Leon Joseph
WNF	Creating Opportunities For Better Living Breakfast Clubs	Joan Badcock
WNF	4YP & Family Planning Nurse	Claire O'Connor
WNF	Young Person's & Ethnic Minority Development Project	Vanessa Maugey - Victim Support
		<i>NRF SUB-Total</i>
		Grand Total
		Theme Board Allocation from ABG

Grant Title	Project Title	Project Manager
Well Being Partnership Board		
Mental Health Grant	Alexandra Road	Paul Knight
Mental Health Grant	Clarendon Centre	Paul Knight
Mental Health Grant	Employment & Training (Clarendon Centre)	Paul Knight
Mental Health Grant	Studio 306	Paul Knight
Mental Health Grant	Approved Social Work Services (Canning Crescent)	Jackie Shaw
Mental Health Grant	Social Workers (North Tottenham)	Jackie Shaw
Mental Health Grant	Social Workers Running Costs	Jackie Shaw
Mental Health Grant	Commissioning Support	Siobhan Harper
Mental Health Grant	HAGA	Siobhan Harper
Mental Health Grant	MIND in Haringey	Siobhan Harper
Mental Health Grant	Open Door	Siobhan Harper
Mental Health Grant	African Caribbean Leadership Council	Siobhan Harper
Mental Health Grant	Rainer	Siobhan Harper
Mental Health Grant	PRA Haringey User Network	Siobhan Harper
Mental Health Grant	CAB (Citizens Advise Bureaux)	Siobhan Harper
Mental Health Grant	CSW Assertive Outreach	Paul Knight
Mental Health Grant		Jackie Shaw
	Mental Health Grant Sub-Total	
Mental Health Capacity Act Grant	Assessment & Care - Older People	Tom Brown
Mental Health Capacity Act Grant	Mental Health Commissioning	Siobhan Harper
Mental Health Capacity Act Grant	Mental Health Capacity Act -	Philippa Morriss
	Mental Health Capacity Act Grant Sub-Total	
Preserved Rights Grant Income	Physical Disabilities Residential	Bernard Lanigan
Preserved Rights Grant Income	Learning Disabilities Residential	Gary Jefferson
Preserved Rights Grant Income	Learning Disabilities Jt Comm Residential	Gary Jefferson
Preserved Rights Grant Income	Mental Health Residential	Paul Knight
Preserved Rights Grant Income	Mental Health Jt Comm Hlth	Siobhan Harper
Preserved Rights Grant Income	Preserved Rights Grant Income - Older People	Tom Brown
	Preserved Rights Grant Income Sub-Total	
Supporting People Administration Grant	Supporting People Services	Matthew Pelling
	Supporting People Sub-Total	
Carers Grant	Support to Carers	Head, Commissioning
	Carers Grant Sub-Total	
Carers Grant	20% of Total Carers Grant Allocation to CYPS.	Cecilia Hitchen

Grant Title	Project Title	Project Manager
	Carers Grant Sub-Total	
WNF	Libraries for Life	Diana Edmonds
WNF	Welfare to Work Officer post	David Hennings
WNF	The Six8four Centre	Paul Knight
WNF	Cycling Club	Beverley Tarka
WNF	Accessing Employment through Individualised Budgets	Beverley Tarka
WNF	Reaping the Benefits CAB	Sean Burke
WNF	Home Support & Street Drinker Outreach Workers	Gail Priddey/ Damon Knight
WNF	Health in mind- nutrition	Fiona Yung
WNF	Health in mind- mental health	Dorian Cole/ Janice Woodruff
WNF	Health in Mind- physical activity	Vanessa Bogle
WNF	Smoking Cessation	Eliza Thompson
WNF	Forum for Older People	Robert Edmonds - Age Concern
WNF	Out and About	Robert Edmonds - Age Concern
WNF	Benefits Outreach	Robert Edmonds - Age Concern
WNF	BME Carers Respite	Faiza Rizvi - BME Carers
WNF	Community Income	Faiza Rizvi - BME Carers
WNF	Happy Opportunities	Lena Hartley - Phasca
WNF	Salsa Club	Natalia Blazina - Scorpion Salsa Group
WNF	Appropriate Adult Training for B Tech Award	Iffy Adenuga - Crucial steps
	NRF Sub-Total	
Learning Disability Development Fund	Learning Disability Day Services	Gary Jefferson
	Learning Disability Development Fund Total	
	Grand Total	
	Theme Board Allocation from ABG	
Integrated Housing Board		
WNF	Improvement & Repairs Programme - HMOs	Steve Russell
WNF	Tackling Fuel Poverty	Denise Gandy/John Mathers
	NRF Sub-Total	
	Grand Total	
	Theme Board Allocation from ABG	
Top Slice		
SSCF	Neighbourhoods	Sean Burke
SSCF	Development of Community Empowerment Network HAVCO	Susan Humphries
	SSCF Sub-Total	
Local Involvement Networks	LINks (Local Involvement Networks)	Susan Humphries
	Local Involvement Networks Sub-Total	
Adult Social Care Workforce Reform	HR Development and Training	Philippa Morris

Grant Title	Project Title	Project Manager
	<i>Adult Social Care Workforce Reform Sub-Total</i>	
WNF	NRF/SSCF/LAA Programme Management	Louisa Aubeeluck
WNF	HSP Infrastructure Project	Mary Connolly
WNF	Empowerment Seed Funding	Sean Burke
WNF	Baseline Assessments & Surveying People's Perceptions	Janette Gedge
WNF	HAVCO Voluntary Sector Development	Susan Humphries
WNF	LAA Volunteer Brokerage	Andrew Mackie
	<i>NRF Sub-Total</i>	
	Grand Total	
	Theme Board Allocation from ABG	
	TOTAL	

Allocation 08/09 £	
	£1,726,000
	74,000
	<i>74,000</i>
	229,500
	20,000
	87,000
	<i>336,500</i>
	464,300
	55,000
	241,300
	82,400
	41,500
	25,000
	315,000
	40,000
	53,000
	<i>1,317,500</i>
	1,728,000
	1,726,000

	£1,944,000
	139,000
	<i>139,000</i>
	100,000
	150,000
	100,000
	75,000
	150,000
	135,000
	215,000
	200,000
	70,000
	250,000
	60,000
	80,000
	80,000
	38,500
	30,000
	50,000
	<i>1,783,500</i>
	1,922,500
	1,944,000

Allocation 08/09 £
£1,181,000
300,000
100,000
50,000
160,000
100,000
50,000
100,000
46,000
250,000
25,000
<i>1,181,000</i>
1,181,000
1,181,000

£9,865,000
76,000
280,000
895,000
68,000
1,033,000
280,000
46,000
2,299,000
72,000
3,000
402,000

Allocation 08/09 £	
	764,500
	764,500
	173,000
	1,843,000
	1,843,000

Allocation 08/09 £
78,000
48,000
23,000
149,000
63,000
16,000
170,000
40,527
102,750
119,900
139,164
42,750
292,000
42,750
72,750
12,750
114,650
64,250
38,759
1,083,000
9,864,500
9,865,000

Allocation 08/09 £
£5,143,000
128,200
56,601
89,822
26,478
80,800
50,000
34,200
76,818
30,000
32,000
25,000
29,000
20,081
19,000
19,000
45,000
49,000
811,000
35,858
51,142
20,000
107,000
50,876
522,373
267,562
241,939
38,250
293,000
1,414,000
212,000
212,000
927,200
927,200
231,800

Allocation 08/09 £
231,800
194,500
40,000
78,000
9,500
15,500
97,000
78,000
148,000
133,000
87,500
100,000
51,000
35,500
45,000
19,500
31,500
17,000
9,000
15,000
1,204,500
236,000
236,000
5,143,500
5,143,000

£200,000
171,000
51,000
222,000
222,000
200,000

£1,793,000
479,000
65,000
544,000
170,000
170,000
606,000

Allocation 08/09 £
606,000
242,000
106,000
50,000
35,000
40,000
473,000
1,793,000
1,793,000
21,851,500

Appendix B - LAA Improvement Indicators - cross cutting indicators

No:	NI:	Lead Theme Board: Better Places Partnership Board	Lead Agency (reporting body)	Cross cutting NI to also be reported to:
1.	192	Household waste recycled and composted (current LAA stretch target)	Council	
2.	186	Per capita CO2 emissions in the LAA area – domestic housing	Council (DEFRA reports)	Integrated Housing Board
3.	195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting) Reduction in litter/ detritus in SOA (current LAA stretch)	Council	
Local	-	Number of Green Flag parks (current stretch target)	Council	
Local	175	Access to services and facilities by public transport (and other specified models)	Council	Children & Young People's Well-being Partnership

No:	NI:	Lead Theme Board: Safer Communities Executive Board	Lead Agency (reporting body)	Cross cutting NI to also be reported to:
4.	35	Building resilience to violent extremism	Council	Children & Young People's Well-being Partnership Integrated Housing Board
5.	40	Drug Users in effective treatment	TPCT (DAT)	Well-being Partnership
6.	15	Serious violent crime rate	Police (CDRP)	
7.	16	Serious acquisitive crime rate	Police (CDRP)	
8.	111	First time entrants to the Youth Justice System aged 10-17	Council (YOT)	Children & Young People's Strategic Partnership
9.	21	Dealing with local concerns about anti-social behaviour and crime by the local council and police	Police/Council	Better Places Partnership Board Integrated Housing Board
Local	32	Repeat incidents of domestic violence	Police (CDRP)	
Local		Victim support services for children and young people	Police	Children and Young People
Local		Number of incidents of domestic violence that result in	Police	

Appendix B - LAA Improvement Indicators - cross cutting indicators

		sanction detections (current stretch)		
Local		Reduction in personal robbery (current stretch)	Police	
No:	NI:	Lead Theme Board: Integrated Housing Board	Lead Agency (reporting body)	Cross cutting NI to also be reported to:
10.	154	Net additional homes provided	Council	Better Places Partnership
11.	156	Number of households living in temporary accommodation	Council	Well-being Partnership
12.	187	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating	Council	Well-being Partnership
Local	155	Number of affordable homes delivered (gross)	Council	
Local	158	% decent council homes	Council	Better Places Partnership

No:	NI:	Lead Theme Board: Children and Young People Strategic Partnership	Lead Agency (reporting body)	Cross cutting NI to also be reported to:
13.	51	Effectiveness of CAMHS services	Council/TPCT	Well-being Partnership
14.	54	Services for disabled children	Council	
15.	56	Obesity among primary school age children in Year 6	Council	Well-being Partnership
16.	112	Under 18 conception rate	Council	Well-being Partnership
17.	113	Prevalence of Chlamydia in under 20 years olds	TPCT	Well-being Partnership
18.	126	Early access for women to maternity services	TPCT	Well-being Partnership
19.	116	Proportion of children in poverty	Council (DWP reports)	Well-being Partnership Enterprise Board Integrated Housing Board
Local	60	Core assessments children's social care that were carried out within 35 working days of their commencement –	Council	
Local	53	Prevalence of breastfeeding at 6-8 weeks from birth –	TPCT	Well-being Partnership
Local	-	Increase the % of children immunised by the 2nd birthday	TPCT	Well-being Partnership
Local	198	Children travelling to school I- mode of transport used	Council	Better Places Partnership
20.	117	16 to 18 year olds who are not in education, training or employment (NEET) – (current stretch)	Council	Safer Communities Executive Enterprise Partnership
21.	79	Achievement of level 2 qualifications by age 19 (current stretch)	LSC	Enterprise Partnership

Appendix B - LAA Improvement Indicators - cross cutting indicators

Local		Number of schools achieving healthy schools status (current stretch)	Council	
No:	NI:	Lead Theme Board: Enterprise Partnership Board	Lead Agency (reporting body)	Cross cutting NI to also be reported to:
22.	153	Working age people claiming out of work benefits in the worst performing neighbourhoods	JCP	Wellbeing Partnership
23.	171	VAT registration rate	Council (ONS reports)	
Local	-	Number of eligible individuals supported into employment through the Haringey Guarantee taking up Working Tax Credit	Council	
Local	-	Number of eligible Haringey Guarantee participants taking up Child Tax Credit	Council	Children and Young Peoples Strategic Partnership
Local	-	Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace	LSC	
Local	-	Adults achieving a full level two qualification and entered employed and those gaining a qualification in the workplace	LSC	
Local	-	Number of people from the worst twelve wards helped into sustained work (current stretch)	Council	
Local	-	Number of people on incapacity benefit for more than six months helped into sustained work (current stretch)	Council	

Appendix B - LAA Improvement Indicators - cross cutting indicators

No:	NI:	Lead Theme Board: Wellbeing Partnership	Lead Agency (reporting body)	Cross cutting NI to also be reported to:
24.	8	Adult participation in sport % adults participating in 30 minutes sport and activity for 30 minutes 3 days per week (current stretch)	Council (sport England reports)	Children & Young People's Strategic Partnership
25.	123	16+ current smoking rate prevalence Stretch – smoking quitters in N17 area	TPCT	Children & Young People's Strategic Partnership
26.	39	Alcohol-harm related hospital admission rates	TPCT	Safer Communities Executive Board
27.	121	Mortality rate from all circulatory diseases at ages under 75	TPCT	
28.	149	Adults in secondary mental health services in settled accommodation	Council	Integrated Housing Board
29.	135	Carers receiving needs assessment or review and a specific carer's services, or advice and information	Council	Children & Young People's Strategic Partnership
30.	141	Number of vulnerable people achieving independent living	Council	Integrated Housing Board
31.	125	Achieving independence for older people through rehabilitation/intermediate care	Council	
Local	119	Self-reported measure of people's overall health and well-being	TPCT	
Local	127	Self reported experience of social care users	Council	
Local		Improve living conditions for vulnerable people ensuring that housing is made energy efficient decent and safe (current stretch)	Council	
Local		% of HIV infected patients with CD4 count <200 cells per mm3 at diagnosis	TPCT	

Appendix B - LAA Improvement Indicators - cross cutting indicators

No:	NI:	Performance Management Group	Lead Agency (reporting body)	Cross cutting NI to also be reported to:
32.	4	% of people who feel that they can influence decisions in their locality	Council	
33.	140	Fair treatment by local services	HSP	
Local	7	Environment for a thriving third sector	Council	
34.	1	% of people who believe people from different backgrounds get on well together in their local area	Council	
35	6	Participation in regular volunteering	HAVCO	

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haringey strategic partnership

MEETING: Haringey Strategic Partnership – 8 April 2008

Title: Upper Lee Valley: A New Vision

1. Purpose:

To outline the new vision for the Upper Lee Valley (ULV)

To outline the revised structure of the Upper Lee Valley Partnership (ULVP)

2. Recommendations:

To note the new vision and partnership structure for the Upper Lee Valley

To nominate a community representative to the ULVP Place Shaping Board

To nominate a community representative to the ULVP Economy, Education and Enterprise Board

Lead Officer: John McGill, North London Strategic Alliance (NLSA)

1 Summary

- 1.1 The Upper Lee Valley has experienced a long period of decline due to the structural decline of manufacturing in London. Several programmes have attempted to halt this, including substantial investment from the European Union. Whilst there have been some successes the impact of programmes has been limited. In addition new opportunities such as the Olympic in 2012 and the pressure for increased housing supply mean that a new vision for the area was needed to avoid it being developed on a 'site by site' basis.
- 1.2 Through the North London Strategic Alliance the Boroughs of Haringey, Enfield and Waltham Forest, together with the LDA and GLA have worked to develop a new vision that can guide the future of the area.
- 1.3 The vision is designed to develop a longer term view of the area over a 20-30 year time horizon but capable of being implemented incrementally as opportunities present themselves. The vision does not duplicate any of the work currently being undertaken by Boroughs or regionally in the various planning

frameworks. It instead provides a context and direction to guide and influence these statutory documents.

- 1.4 Entitling the area North London's Waterside is part of that concept and the objectives being proposed are set out in the detail of the report:
- 1.5 The delivery of the vision will require co-operation across all three Boroughs and with funders and decision makers at a London Wide level to ensure future funding streams are directed to making the vision happen. In order to facilitate this a new partnership structure has been put in place.

2 The Upper Lee Valley - Introduction

- 2.1 The Upper Lee Valley, from the M25 to the A104 Lea Bridge Road, runs along the edge of 3 London Boroughs. The area has endured significant and continued decline in terms of economic activity and prosperity for at least two generations. This is despite being clearly identified as falling behind the rest of London and having a major asset in the Lee Valley Regional Park and the river frontage itself. Over the years, both Central and Local Government have invested resources and effort into the area but, at best, these actions have stemmed the rate of decline without really turning the tide, to the disbenefit of both the Boroughs themselves and their citizens.
- 2.2 Key reasons for this lack of improvement include: a failure to recognise the need for and achieve investment in appropriate transport infrastructure; the absence of a clear, coordinated approach by all the public authorities which directed their efforts; and an inability to maximise the advantage of the waterside frontage due to land holdings in the area. The area has never been seen as a complete whole with a defined sense of identity.
- 2.3 In addition, key policy developments during the past four to five years suggested that it would be timely to have a fresh look at the Upper Lee Valley. These reasons include:
 - Sustainable Communities policy approach to housing growth which identified the London Stansted Cambridge growth corridor as one of four corridors nationally. The ULV has a strategic location as part of the southern tip of the corridor which provides a policy basis for securing additional funding for transport and other community infrastructure;
 - Creation of the GLA and production of the London Plan which identified the ULV as an Opportunity Area and Area for Regeneration;
 - the Lyons Inquiry into Local Government – which identified the key role of local authorities in 'Place Shaping';
 - London securing the right to host the 2012 Olympics with the opportunity to extend the regeneration of the Lower Lee Valley northward to the Upper Lee Valley;
 - Evidence of worsening trends in worklessness across the three Boroughs, especially in Enfield which has some of England's highest growth rates in incapacity benefit claimants.

- 2.4 In addition both European and domestic, Single Programme funding rounds were concluding with strong signals that new programmes would be significantly less in the future. Coupled with this, the recent trend within the UK has been to allocate funding at a local level on the basis of shared objectives (e.g. Local Area Agreements, Local Economic Growth Initiative). Whilst this has significant merit there is a danger that individual Boroughs can overlook geographic trends which benefit from a sub regional approach. Finally, evidence from previous funding rounds suggests that those areas with strong partnerships, working to an agreed strategic vision are more successful in securing funding.

3 The Vision

- 3.1 In October 2006, after extensive consultation with key stakeholders, the leaders of Haringey, Enfield and Waltham Forest Councils agreed to give 'in principle' support to the new vision for the Upper Lee Valley.
- 3.2 The vision is designed to develop a longer term view of the area over a 20-30 year time horizon but capable of being implemented incrementally as opportunities present themselves.
- 3.3 The Vision sets out a series of interconnected overarching key themes designed to promote and guide future developments in the valley, organised round a formal Vision Statement.

North London's Waterside: a place to start, stay and grow

- 3.4 The formal strategic objectives of the strategy are:

- **A green heart**
Put the park and waterway at the heart of the new vision for the Upper Lee Valley, promoting environmental sustainability, improving access and opening it up for people to see and enjoy.
- **Competitive and confident**
Create a new economic future for the Upper Lee linked to the strengths of its history and environment and the opportunities offered by its diverse and changing workforce and location in twenty-first century London and the wider South East
- **A place for people to start, stay and grow**
Create a place where people want to come and residents want to stay; by providing a range of homes, workplaces and support services which help people and businesses grow and develop within the ULV
- **A connected and cohesive valley**
Improve strategic transport connections to key growth drivers at Stansted, Stratford and the city of London and increase internal accessibility; and ensure provision of facilities which enable people and communities to meet, mix, move and live together

- **Beautiful and liveable**
Achieve a step change in the quality of the urban environment, making better use of urban land and promoting good design and attractive, high quality buildings and public realm
 - **Healthy and relaxed**
Work with Lee Valley Regional Park Authority to ensure that the whole of the Lee Valley is known for the quality of its leisure offer, appeal of its green space and the health and environmental benefits it brings to London and Londoners
- 3.5 The vision does not duplicate any of the work currently being undertaken by Boroughs or regionally in the various planning frameworks. It instead provides a context and direction to guide and influence these statutory documents.

4 Delivering The Vision – The Upper Lee Valley Partnership

- 4.1 Following agreement of the new vision the North London Strategic Alliance, with the London Development Agency (LDA) and the local authorities, commissioned consultants to review Upper Lee Valley organisational structures and propose a new one which could commence delivery of the vision and co-ordinate regeneration funding that would be simpler, more cost-effective and link more effectively with mainstream organisations.
- 4.2 The review found the existing partnership structure unwieldy, confusing and non-strategic. The review proposed a simpler structure (see Fig1) with a Leaders' Forum supported by two boards;
- Place Shaping - responsible for planning, transport and housing issues &
 - Economy, Education and Enterprise Board - responsible for addressing skills, employment issues and promoting enterprise.

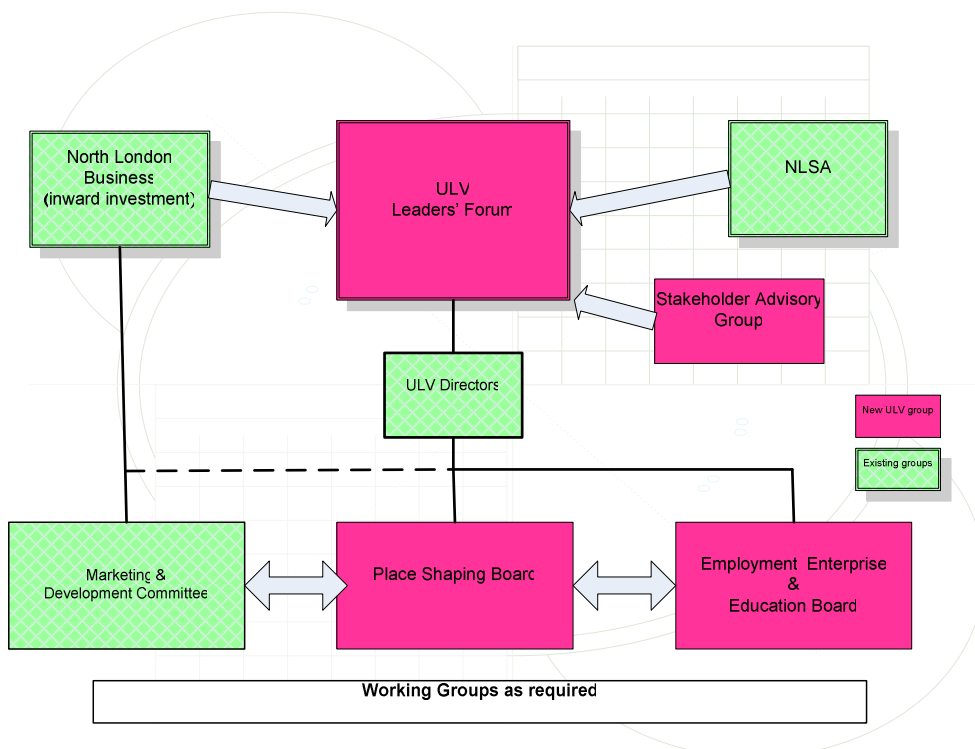


Fig 1: Upper Lee Valley Partnership Structure

- 4.3 It is intended that each of the Board will include community representatives nominated by each of the three Boroughs LSPs.
- 4.4 The structure also includes a 'Stakeholder Advisory Group' which is intended to bring together a wider range of organisations who would not need to be regular members of the partnership – for example stakeholders from neighbouring boroughs in the Lower Lea and outside of London.
- 4.5 The Leaders' Forum has subsequently agreed to add Lee Valley Regional Park Authority and North London Business to its membership.
- 4.6 The key elements of the new partnership are: its simplicity and strategic remit; transparency of membership; and links to the strategic partnerships of the three boroughs. It's remit is *to develop the vision, communicate the vision and raise the profile of the area and co-ordinate cross borough working to ensure that the vision is delivered holistically across the area*. The partnership is funded for two years by the three local authorities, Learning and Skills Council and the LDA.
- 4.7 Although the formal partnership is currently being set up, the benefit of the informal partnership between the boroughs has already resulted in a cross borough approach to tackling Worklessness – for example, 'the North London Pledge' led by Haringey and a co-ordinated, strategic set of expressions of interest for the new round of ERDF. Perhaps the most significant step is the cross-borough area action plan for Central Leaside and work with landowners in the area on a new Masterplan.

5 Next Steps

- 5.1 Initial meetings of the two boards and the Leaders' Forum have taken place and planning is in hand for a strategic stakeholders' event on the 9th July. In addition to ongoing communication and lobbying work, the key areas of work that will be focussed on are:
 - developing an economic strategy for the ULV
 - a vision and strategy for the 'new' Lee Valley Park that will link and complement the Olympic Park in the Lower Lea Valley
 - continuing transport lobbying for the West Anglia Route improvement
 - a delivery plan for the vision derived from the planning processes of the boroughs and the GLA
 - facilitating production and agreement of the GLA's ULV Opportunity Area Planning Framework (OAPF)
 - co-ordinating development of those ERDF proposals which have been successful at the expressions of interest stage

6 Conclusion

- 6.1 The new vision for the Upper Lee Valley has the potential to lever a minimum of £7 billion of inward investment. There is strong evidence that the three borough partnership, supported by the Mayor is creating positive interest from investors and government. The challenge is to translate this into real, sustainable improvements for the people of the area.

7 Recommendations

It is recommended that members of the HSP;

- note the new vision and partnership structure for the Upper Lee Valley
- nominate a community representative to the ULVP Place Shaping Board
- nominate a community representative to the ULVP Economy, Education and Enterprise Board



haringey strategic partnership

Meeting: Haringey Strategic Partnership – 8 April 2008

Title: Greenest Borough Strategy - Update

1. Purpose

1.1 To update members of the Haringey Strategic Partnership on the development of Haringey's Greenest Borough Strategy, results of the consultation process, and next steps.

2. Summary

2.1 Climate change is one of the biggest challenges facing society today. Haringey and its partners are in a unique position to shape services, improve our business operations and engage with local people to secure an environmentally sustainable future for the Borough.

2.2 The Greenest Borough Strategy brings together a wide range of work into a single framework under seven priorities:

- Improving the urban environment
- Protecting the natural environment
- Managing environmental resources efficiently
- Leading by example
- Sustainable design and construction
- Promoting sustainable travel
- Raising awareness and involvement

2.3 Following extensive consultation a number of revisions have been made to the strategy. These include a stronger focus on climate change mitigation and adaptation, strengthening of issues in relation to bio-diversity, sustainable food, and designing out crime. Additionally the strategy has been re-drafted as an HSP strategy, reflects new corporate guidance on strategy writing, and includes close links to the emerging Local Area Agreement.

2.4 The strategy is due for consideration by Cabinet on 17 June 2008, followed by Full Council on 14 July 2008. A separate implementation plan in support of the strategy will be developed and progress reported through existing monitoring arrangements.

3. Recommendations

1. To note the context for developing the Greenest Borough Strategy as set out

in paragraph 5.

2. To note the results of the consultation exercise as set out in paragraph 8 and how they impact on the re-drafting process (paragraph 9).
3. Agree that the Greenest Borough Strategy be written as a strategy of the Haringey Strategic Partnership.
4. Agree that the Better Places Partnership will have a specific role in monitoring performance against key indicators that will be delivered through the strategy.

4. Lead Officer:

Jon Clubb, Better Haringey Programme Manager, Haringey Council.
Tel 020 8489 4561.

5. Context

5.1 Climate change is the single biggest threat to society that will affect both the quality of place in which we live and our economic prosperity. Not only must we take action to mitigate the scale of the problem, but we must also prepare for the inevitable changes that lie ahead. Climate change will have the biggest impact on those least likely to be able to respond – so we must take extra care to ensure disadvantaged and minority groups are prioritised for help and support. Everyone has a role to play, no matter how small.

5.2 As a London Borough, we have many challenges. More and more people want to set up a home here, conduct business and get out and about. However, our busy modern lifestyles are beginning to put pressure on the environment. It's up to us to make changes now and put in place long term solutions that will protect the built and natural environment and encourage biodiversity - securing a sustainable, healthy and fulfilling future for this and future generations.

6. Overview of the strategy

6.1 The Greenest Borough Strategy highlights the key environmental issues that we need to tackle and acknowledges that it will require a co-ordinated approach between Haringey's partners and local stakeholders to deliver its outcomes. It also provides the context, breadth and background for everyone in Haringey to take an interest, understand the challenges, and get involved in becoming the first green generation.

6.2 The revised Strategy is focused around climate change mitigation and adaptation activities, arranged around seven priorities with related outcomes. These capture the breadth of the challenge and bring together into one framework a number of work areas that can contribute to greening the Borough. The vision statement and a summary of each priority are given out below:

Vision

“We will work together to tackle climate change and secure a clean, safe and environmentally sustainable future for everyone living, working, visiting or studying in Haringey”.

Priority one: Improving the Urban Environment

<p>Outcome: <i>Streets, buildings and urban spaces that foster a sense of local pride.</i></p>
<p>What this means: This is about getting the basics right. We will create well designed, attractive, clean and safe streets, public spaces and gateways to Haringey that celebrate a dynamic and diverse borough where there is a real sense of belonging and pride among local people.</p>
<p>Key objectives:</p> <ul style="list-style-type: none"> • Develop community capacity and involvement in improving their urban environment. • Continue to strengthen an area based approach to deal with local environmental issues. • Improve the appearance and quality of the local environment. • Introduce sustainable design options where possible. • Develop a framework to better co-ordinate investment and development of the public realm. • Adaptation to flood risk due to climate change.

Priority Two: Protecting the Natural Environment

<p>Outcome: <i>Valued and protected parks, natural habitats, and small open spaces.</i></p>
<p>What this means: We will protect Haringey’s natural environment by working with local people to ensure that we preserve, improve, and increase green spaces and their use through improved maintenance, accessibility and sustainable practices.</p>
<p>Key objectives:</p> <ul style="list-style-type: none"> • Actively managing bio-diversity • Increase awareness, appreciation and involvement in our green spaces • Develop sustainable food projects • Adapt to climate change on green and open spaces

Priority Three: Managing Environmental Resources Efficiently

<p>Outcome: <i>Reduced consumption and pollution of natural resources</i></p>
<p>What this means: The earth's resources are finite, but we are using them as if they were not. We will work with everyone in the borough to take forward action to change behaviour and choices on a number of fronts: reducing waste; increasing reuse and recycling waste; conserving water and energy use; and minimising water pollution.</p>
<p>Key objectives:</p> <ul style="list-style-type: none"> • Set a pathway to reduce carbon dioxide emissions in the community • Reduce energy use • Increase facilities for participation in domestic recycling, composting and re-use schemes • Encourage businesses to reduce waste and recycle • Join up business processes to improve services and reduce waste • Reduce water use and pollution by homes, schools and businesses • Secure water provision for the future

Priority Four: Leading by Example; Managing the Public Sector Sustainably

<p>Outcome: <i>Environmentally sustainable public services</i></p>
<p>What this means: The Haringey Strategic Partnership is committed to improving the quality of life for everyone in the borough and must lead by example and act as a role model to our residents and to our business community. We will adopt best practice environmental management standards and procurement principles in our own operations.</p>
<p>Key objectives:</p> <ul style="list-style-type: none"> • Efficient use of energy and natural resources • Sustainable procurement of goods and services • Reduce waste whilst increasing re-use and recycling • Strengthen environmental sustainability in policies and strategies

Priority Five: Sustainable Design and Construction

<p>Outcome: <i>Lower carbon homes and buildings with thermal comfort</i></p>
<p>What this means:</p>

We will encourage developers and home owners to adopt the highest possible standards and innovative solutions to sustainable design and construction, whilst driving forward our own best practice projects through current investments in schools and social housing.

Key objectives:

- Develop sustainable and renewable energy sources
- Encouraging and promoting best practice sustainable design and construction.

Priority Six: Promoting Sustainable Travel

Outcome:

Reduced traffic congestion and pollution with safe and sustainable alternatives

What this means:

We will ease congestion and reduce carbon emissions and air pollutants in Haringey. Our aim is to reduce car based journeys and encourage workers, residents and businesses to switch to cycling, walking, public transport and other low carbon alternatives.

Key objectives:

- Reduce car and lorry movements in the borough
- Improve public and community transport
- Encourage more people to walk and cycle
- Raise the air quality of the borough

Priority seven: Raising awareness and involvement

Outcome:

Empowered local communities that create an environmentally sustainability future

What this means:

Everyone needs to play their part in tackling climate change and protecting the environment. We will enable local people to 'do their bit' by providing up to date information, advice and support that will encourage them to live greener lifestyles. Longer term, we aim to achieve a shift in behaviour so that environmental sustainability is considered in everyone's lifestyle choices.

Key objectives:

- Learn, develop and share best practice communication and engagement activities.
- Widely accessible information and self help tools for the local community.
- Targeted communications and support for minority groups.
- Develop staff and partners awareness and capacity to deliver the

Greenest Borough Strategy.

- Increase community based participation.

7. Consultation process

7.1 We used the findings of previous consultations to develop the draft Greenest Borough Strategy. These included results of the major consultation on the Sustainable Community Strategy undertaken over the summer and autumn of 2006 and consultation activities at the first ever Better Haringey Green Fair held in June 2007.

7.2 There has since been an extensive programme of consultation on the draft strategy to give all local stakeholders the opportunity to contribute their ideas, identify common goals and contribute their views on how we will together take forward actions to protect and improve the environment. Residents, businesses and our community and voluntary sectors are fundamental to the development and success of the strategy. We used the following processes and forums to reach and engage with them:

Stakeholder	Activity
Residents	<ul style="list-style-type: none"> • Web site information and web consultation questionnaire commenced 30 Nov 07 – 5 Feb 08. • Information available at Area Assemblies 28 Jan 08 – 5 Feb 08. • Publicity of consultation via feature in <i>Haringey People</i> and 'Home Zone'. • Workshops as part of Going Green Conference 26 Jan 08. • Children & Young People via presentation at Haringey's Youth Council on 13 Feb 08 and young people attendance at Going Green Conference.
Partners	<ul style="list-style-type: none"> • Web site information and web consultation questionnaire commenced 30 Nov 07 – 5 Feb 08. • Mail out to 650 community groups w/c 8 Dec 07. • Presentations to Haringey Strategic Partnership (HSP) Thematic Groups – Enterprise, CYPSPB, HWBPB, SCEB, Better Places between 3 Dec 07 – 02 Feb 08. • Letters sent to MHT and PCT w/c 21 Jan 08. • Homes for Haringey's Residents' Consultative Forum on 31 Jan 08. • Businesses through Enterprise Theme Board, with

	further involvement to be built into project plan.
Staff and Members	<ul style="list-style-type: none"> • Web site information and web consultation questionnaire commenced 30 Nov 07 – 5 Feb 08. • Members' workshops at Nov 07, Dec 07 and Jan 08 working groups. • UE Staff consultation event gathered feedback via talking wall 5 Nov 07. • Receptions tour, distributing leaflets and business cards w/c 7 Jan 08. • Cross-council Managers' Event – Workshops on office recycling 23-24 Jan 08. • Urban Environment Senior Management Team Away Day 14 Jan 08.

8. Results of Consultation

8.1 Consultation on the Greenest Borough Strategy closed on 5 February. Headline feedback included the need to:

- Strengthen the overall emphasis of climate change mitigation and adaptation.
- Ensure bio-diversity issues are adequately reflected.
- Raise the profile of communications and behavioural change.
- Acknowledge that residents are keen to be involved and 'do their bit' – its not just about the Council taking action.
- Incorporate sustainable food issues into the strategy.
- Reflect 'designing out crime' principals.
- Re-draft as a partnership document.

8.2 A total of 249 views, suggestions and comments were gathered from the consultation process. There was a common consensus on why it is important to make Haringey green; concern about the environment and how this will affect our quality of life, that we have limited time to put things right, and that everyone must do their bit.

8.3 With regard to action by Haringey Council, feedback suggests that there should be; a ban on free 'disposable' plastic bags, preservation and improvement of green spaces (e.g. planting trees), and improved and well promoted recycling services.

8.4 In response to being asked how residents could help, responses fell into three areas; recycling and composting more, conserving household energy use, and using alternatives to the car, such as walking, cycling and public transport.

8.5 There was a strong consensus that achieving a green borough was as much down to individuals taking personal responsibility, rather than just

Haringey Council. Given the feedback that local people are keen to 'do their bit', there is a strong case for the Council to work closely with the local community to make this happen. Partners in the Haringey Strategic Partnership (HSP) were keen to see more joint working with the Council and the outcomes shared with the partnership.

- 8.6 Feedback from community groups highlighted the need to strengthen the climate change aspect of the Greenest Borough Strategy, along with clear early targets for reducing carbon emissions with a pathway set until 2050, inclusion of all recommendations from consultants SEA/Renue, London 21 and the LGA Climate Change Commission. Additionally, sustainable food was highlighted as an area not adequately reflected in the strategy.
- 8.7 Elected Members were keen to see emphasis on provision of cycling infrastructure (e.g. secure cycle parking), joint working with partners and agencies (e.g. Transport for London, Homes for Haringey), more adaptation work such as flood risk management, improvement of smaller open spaces, energy efficiency measures, and communications activities to change behaviour.
- 8.8 Feedback from senior management highlighted the need to underpin actions with good data, to be clear on achievable targets that were affordable, maximised partnership working and aligned with future business planning.

9. Key Changes to Strategy

- 9.1 As a result of consultation feedback a number of key changes have been made to the original draft of the strategy. Principally, there is greater focus on climate change mitigation and adaptation, and the inclusion of sustainable food. This is evidenced more clearly in each of the priorities and where further evaluation work is required this is indicated.
- 9.2 A new priority 'raising awareness and involvement' has been created to reflect feedback that communication and actions to change behaviours were not visible in the first draft. Actively managing bio-diversity as opposed to just improving open spaces has been more clearly defined and puts us on a pathway meeting future regulatory requirements. Additionally, links to designing out crime and making people feel safer (for example at transport interchanges) have been strengthened in the relevant priorities.
- 9.3 The emerging Local Area Agreement will strongly support the implementation of the Greenest Borough Strategy and provide a framework for close partnership working with the Haringey Strategic Partnership. Relevant performance indicators are reflected in each of the priorities. The revised strategy is now outcome focussed in line Council best practice and the values of the Sustainable Community Strategy.

10. Timetable for Decision Making

- 10.1 The schedule for the Greenest Borough Strategy has been amended to allow more time for consultation with Members, Senior Officers, and partners following the re-drafting. Those who will be responsible for delivering elements of the strategy will have the opportunity to feedback in more detail on the revisions and help insure that we have:
- Adequately reflected the key messages of the consultation in the revised drafted.
 - Considered the financial implications of the strategy and that where new projects are proposed they are costed or identified as requiring development and possible future bid development or business planning integration.
 - Verified the clustering the different areas of work under each priority.
- 10.2 The revised strategy is scheduled to be reported to the Chief Executive's Management Board (Haringey Council) on 29 April, Cabinet Advisory Board on 22 May, Cabinet on 17 June, and Full Council on 14 July.

11. Financial Implications

- 11.1 In the short term, the Council already has a number of existing policies in place which can contribute to helping green the Borough, with relevant funding already in place. However, some of the measures needed to achieve our longer term aspirations for environmental sustainability and tackling climate change are likely to have significant cost implications over and above existing budget provisions. We will therefore need to maximise existing funding by aligning the strategy with business planning frameworks to achieve the best possible and most environmentally sustainable outcomes for Haringey, including whole life costing and invest to save principles.
- 11.2 Initiatives such as the Building Schools for the Future programme and the Decent Homes investment offer an unprecedented opportunity to make sustainable choices during design, construction and ongoing maintenance.
- 11.3 Identifying and maximising external funding for greening the borough must be a priority. We will therefore use this strategy to help us bid for additional external funds. Wherever possible a joined up approach should be developed within the Council and with our external partners in progressing any agreed actions so that resources are most effectively utilised. We will ensure that appropriate environmental infrastructure is included in our regeneration programmes and we will bid for this where such programmes receive external support.

12. Process for Implementation

- 12.1 The Strategy sets out our vision and priorities for action over a ten year time horizon. Some of these actions are achievable in the short term –

others will require thorough feasibility assessments before any significant investment is made. In order to track implementation during the lifetime of the Strategy, we will publish an implementation plan to be updated and republished yearly. The plan will set out actions derived from the outcomes and objectives of this Strategy and additionally set out:

- The baseline position
- Targets and how they will be measured
- Details of funding and where it comes from
- Who is responsible for completing the action
- Progress being made

The implementation plan will be a living and dynamic document and will provide an opportunity to take account of new or emerging priorities and actions and how they will be addressed.

- 12.2 Day to day monitoring of progress, tracking of risks and issues and realisation of benefits will be maintained by the existing Better Haringey Programme Board – a high level officer body within Haringey Council, under the direction of a Member working group. Highlight reports and performance outturn will be published as part of the regular programme monitoring and performance monitoring reports to the Council's Cabinet.
- 12.3 It is intended that this strategy will be adopted by the Haringey Strategy Partnership (HSP). As a partnership of the main organisations in Haringey, the HSP is well placed to tackle the priorities in this strategy collectively. The main partnership is supported by thematic partnership boards that focus on specific areas of activity. Whilst the outcomes for this strategy are pertinent to all areas of the partnership's activities, the Better Places Partnership, which focuses on a broad range of environmental issues, will fulfil the monitoring role on behalf of the HSP. This Board will have a particular focus of the relevant Local Area Agreement targets.



haringey strategic partnership

MEETING: Haringey Strategic Partnership – 8 April 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 Board has agreed new Terms of Reference. These now reflect the role that Better Places will play in tackling climate change, creating a sustainable Borough and driving forward the Greenest Borough Strategy. Our ambitions for a high quality built environment as well as a clean and green environment are also now a key part of the overall vision for Better Places.

The Board is continuing to develop the Greenest Borough Strategy and it is expected that this strategy will be in place by late summer 2008.

The recent Local Area Agreement (LAA) workshop was a success and considerable headway was made in developing actions for the new LAA Indicators. This was particularly important for the Indicator on the reduction of CO² emissions. This is a new Indicator for Local Authorities and it presents a considerable challenge for everyone.

Children and Young People's Strategic Partnership Board

The Board met in February 2008. A presentation was received on the Council's Greenest Borough Strategy in addition to the regular agenda items.

The presentation and discussion of the Greenest Borough Strategy noted the links with the five main outcomes in Changing Lives, for example how proposals around use of recreational facilities, walking buses and growing clubs could contribute to the Be Healthy Outcome. The Board was informed that the Youth Council had been included in the consultation on the Strategy. The Board noted that the environment was an issue that young people were generally very aware of and is included in the schools syllabus. It would be useful to consider possible ways of including them in the Strategy in the future or involving them as ambassadors for green issues.

The Board considered a report from the Advisory Board. The Advisory Board recommended that the Chairs of the Forums beneath the Board should sit on it and this was agreed.

There was the quarterly review of the key performance indicators which monitor progress on Changing Lives. There was a general discussion on performance and the Board noted that there had been improvements in several areas, including young people who are NEET.

Under the business items of the agenda reports were received from the Primary Care Trust, HAVCO, the Learning and Skills Council, Community Safety and the Police.

The Board was also given an update on the LAA and the latest developments and outcomes of discussions with the Government Office for London (GOL). Amongst GOL's suggestions were some that impacted on the National Indicators for the Board. It was agreed GOL's suggestions of including two additional indicators, NI 116 (proportion of children in poverty) and NI 56 (obesity in primary school children), and changing NI 198 (travel to school) to a Local Indicator. It was noted that in addition to those of the thirty-five Indicators related to children and young people the Board would also lead on the delivery of the sixteen DCSF statutory indicators.

The Board's LAA workshop was held on 10 March and was well attended.

Enterprise Partnership

The Enterprise Partnership Board met on 5 March 2008.

The Board considered a report setting out the proposed Area Based Grant (ABG) allocation for the Enterprise Partnership Board for 2008/09.

It was noted that £1.181M had been allocated to the Board and it was agreed that this would be used to continue to fund the main programme for tackling Worklessness, the Haringey Guarantee. Work on Business and Enterprise Growth and Support would also continue to be funded and as part of the new

approach to tackling Worklessness the Families into Work Programme in the Northumberland Park area was being launched and funded from the Area Based Grant.

The Board considered a report on the future of the Haringey Guarantee and agreed that the delivery and development of the Haringey Guarantee would continue on an interim basis until the presentation of the Final External Evaluation and the Employment and Skills Team's Action Plan for the future of the Haringey Guarantee to be presented to the June meeting of the Board.

The Board received a report setting out progress made against the programme for tackling Worklessness across the Upper Lea Valley from 2008 until March 2010. The Programme, known as the North London Pledge, had been formed in order to create a link between the three Boroughs on tackling Worklessness and to develop and build on good practice. The programme is worth £1.51 million and will be co-ordinated and managed by Haringey's Employment & Skills team with Haringey Council as the accountable body.

It was noted that the Programme would be delivered locally through the Haringey Guarantee and would feed into to and complement mainstream provision and other employment and skills interventions in the sub-region.

The Board considered a report that provided an update on the development of the Families into Work Programme.

The Programme will be an innovative pilot project that would focus on one hundred families in the Northumberland Park Ward with the aim of developing a multi agency approach to addressing Worklessness and social exclusion issues. This would be done by working closely with families to improve the life chances of all family members.

The pilot would take place over a three year period and would include an embedded evaluation. A team of four people would be established to work with the one hundred families identified. Participation in the scheme was voluntary and required permission from the families for Services to share information about them in order to form the best package of services to meet their needs. It is planned that the Steering Group will meet in late April to agree the project delivery plan and that the project should be up and running by June 2008.

The Board also considered and discussed the new performance indicators and agreed the Enterprise Board lead on indicators relating to working age claimant rate, VAT registrations and skills outcomes. The Board will also be informed on progress against indicators on child poverty and NEETs.

The Board held a successful LAA Workshop on 20 March 2008.

The next meeting of the Board is provisionally planned for 11 June 2008.

Integrated Housing Board

The IHB held its fourth meeting on Monday 17 March 2008. The meeting received a presentation on the Greenest Borough Strategy and the challenges arising for the Board and housing providers. The importance of addressing carbon emissions and tackling fuel poverty were highlighted as was the importance of effective management of open space.

The meeting received an update on the planned consultation on the Draft Housing Supplementary Planning Guidance. It received further updates on the Mayor of London's Draft Housing Strategy, the Homelessness Strategy and the Housing Strategy. The IHB received an information report on the Council's success in tackling fuel poverty. The Board agreed to hold an Annual Consultation Conference for service users and other stakeholders.

Safer Communities Executive Board

The Board has not met since 10 December 2007 and is due to meet on Friday, 28 March 2008. In the interim period, the main areas of work have focused on the new three-year Partnership Plan (Safer for All 2008-2011) and the new drug treatment strategies for adult and young people.

The proposed priorities for the work of the Board over the coming three years are: Young people (prevention and support); serious crime; anti-social behaviour; drugs and alcohol; reducing re-offending (adults and young people) and increasing confidence locally in the Criminal Justice System. Following consultation and a workshop with board members, there is consensus on our future approach being driven more by problem-solving; area based working; better strategic links across theme boards, and a more co-ordinated approach to communications and community engagement.

All Boards have been working consistently on Haringey's Local Area Agreement and the Boards contribution towards the Borough's thirty-five improvement targets will be in the following areas:

- Preventing and reducing serious violent crime (NI 15)
- Preventing and reducing serious acquisitive crime (inc. robbery, burglary, vehicle crime) – (NI16)
- Dealing with local concerns about anti-social behaviour and crime by the local council and the police (NI21)
- Building resilience to violent extremism (NI 35)
- Drug users into effective treatment (NI 40)
- Preventing first time entrants into the youth justice system (NI 111)

In relation to performance, the most recent survey into concern about crime shows a marked improvement from 54% down to 46% of respondents registering that they fear crime in the area. An overall reduction in recorded crime of around 4% is anticipated for year end 2007/08 compared with the previous financial year.

Well-Being Partnership Board

The Well-Being Partnership Board last met on 4 March.

A final draft of the Primary Care Strategy was being produced and this took into account the recent local consultation, Equalities Impact Assessment and the outcome of *Healthcare for London* consultation. Discussions were underway with the Overview and Scrutiny Committee about the detailed planning of services in each area and engagement with the public, GPs and other key stakeholders and the phasing of those planning/engagement processes, ie should detailed plans for each super health centre network be drawn up before engagement with stakeholders or would it be more appropriate to phase this so that plans are developed in one area and consult before moving on to the next.

An update on the Welfare to Work for Disabled People Strategy showed some progress has been made. A Community Interest Company had been established that was staffed by disabled people who provided training on Disability Awareness to mainstream employers. The Board identified opportunities for collaborative working between all Partners and in noting that there are specific issues in certain parts of the Borough affecting BME groups it was suggested that that specific measures to improve skills levels amongst BME groups be developed.

In the light of new National Framework of standards for good practice for work to safeguard vulnerable adults, the multi agency Safeguarding Board has reviewed and revised the existing policy and procedures and produced a new Safeguarding Adults Policy and procedures.

The Board endorsed and commended them to all stakeholders for implementation. All stakeholders were asked to review their internal procedures to ensure that they are aligned to the revised policy and procedures.

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