

NOTICE OF MEETING

Haringey Strategic Partnership Board

THURSDAY, 3RD JULY, 2008 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: See Membership List below.

AGENDA

1. APOLOGIES AND SUBSTITUTIONS

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

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

3. URGENT BUSINESS

The Chair will consider the admission of any items of urgent business. (Late items will be considered under the agenda item where they appear. New items of urgent business will be dealt with under Item 21 below).

4. MINUTES (PAGES 1 - 8)

To confirm the minutes of the meeting held on 8 April as a correct record.

5. APPOINTMENT OF CHAIR

To appoint a Chair for the new Municipal Year.

6. APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair for the new Municipal Year.

7. **CONFIRMATION OF MEMBERSHIP AND CURRENT TERMS OF REFERENCE: 2008/09 (PAGES 9 - 16)**
8. **COMMUNITY LINK FORUM**

A presentation will be made by the Community Link Forum.
9. **CHILDREN AND YOUNG PEOPLE'S STRATEGIC PARTNERSHIP BOARD: PRESENTATION**
10. **REGENERATION STRATEGY DRAFT DELIVERY PLAN (PAGES 17 - 54)**
11. **LOCAL AREA AGREEMENT 2007/08: END OF YEAR REPORT (PAGES 55 - 168)**
12. **LOCAL AREA AGREEMENT END OF YEAR PERFORMANCE HIGHLIGHT REPORT: 2007/08 (PAGES 169 - 180)**
13. **LOCAL AREA AGREEMENT 2008/09 - 2009/11 UPDATE (PAGES 181 - 220)**
14. **PROGRESS REPORT: HARINGEY'S COMPACT 'WORKING BETTER TOGETHER' FROM DEVELOPMENT TO IMPLEMENTATION (PAGES 221 - 258)**
15. **RISK MANAGEMENT STRATEGY AND FRAMEWORK FOR THE HARINGEY STRATEGIC PARTNERSHIP (PAGES 259 - 280)**
16. **HARINGEY STRATEGIC PARTNERSHIP: CODE OF GOVERNANCE (PAGES 281 - 320)**
17. **HARINGEY STRATEGIC PARTNERSHIP COMPLAINTS HANDLING PROTOCOL (PAGES 321 - 330)**
18. **COMMUNICATIONS PROTOCOL AND STRATEGY DEVELOPMENT (PAGES 331 - 344)**
19. **LOCAL AREA AGREEMENT WORKSHOP REPORT (PAGES 345 - 352)**

This item is for information.
20. **THEMATIC BOARD UPDATES (PAGES 353 - 358)**
21. **NEW ITEMS OF URGENT BUSINESS**

To consider any items of urgent business admitted under Item 3 above.
22. **ANY OTHER BUSINESS**

To receive any item of AOB.

23. DATES OF FUTURE MEETINGS

The following dates for the HSP have now been formally agreed by Council:

- 4 November 2008
- 26 February 2009
- 27 April 2009

Dr Ita O'Donovan
Chief Executive

London Borough of Haringey
River Park House
225 High Road Wood Green
LONDON N22 4QH

Xanthe Barker
Principal Committee Coordinator

Tel: 020 8489 2957

Tel: 020 8489 2660

xanthe.barker@haringey.gov.uk

www.haringey.gov.uk

Membership List

	Sector group	Organisation (s)	No. of reps	Name of representative
Statutory and Core Agencies	Local Authority	Haringey Council	2	Cllr. George Meehan , Leader of the Council (Chair) Dr Ita O'Donovan , Chief Executive
	Health	Haringey Teaching Primary Care Trust	2	Richard Sumray , Chairman Tracey Baldwin , Chief Executive
	Housing	Registered Social Landlords Homes for Haringey	2	TBC Michael Jones , Chairman
	Community Safety	Metropolitan Police	1	Richard Wood , Borough Commander
	Jobs and Training	Job Centre Plus	1	Walter Steel
	Higher Education	Middlesex University	1	Christine Cocker
	Further Education	Learning and Skills Council College of North East London	2	Yolande Burgess Paul Head , CoNEL Principal (Vice-Chair)
Voluntary and Community Sector	Councillors	Haringey Council	3	Cllr. Nilgun Canver Cllr. Lorna Reith Cllr. Kaushika Amin *
	Community Representatives	Community Link Forum	6	Faiza Rizvi Martha Osamor Reverend Nims Obunge * John Egbo Michelle Stokes Derma Ioannou
		HAVCO	2	Robert Edmonds Naeem Sheikh
Other Interests/sectors	Youth	Haringey Youth Council	2	Youth Councillor Shayan Mofitzadeh Youth Councillor Adam Joguee
	New Deal for Communities	The Bridge NDC	1	Geoffrey Ocen , 1 st Vice Chair of the Bridge NDC
Themes	Thematic boards	1 x representative from each thematic board	6	TBC -Children and Young People's Strategic Partnership Board Pastor Nims Obunge -Safer Communities Executive Board Cllr Kaushika Amin -Enterprise Partnership Board Cllr. Brian Haley -Better Places Partnership Mun Thong Phung -Well-Being Strategic Partnership Board TBC -Integrated Housing Board
MP's	MP's and GLA reps	2 MP's and 1 GLA representative	3	David Lammy , MP for Tottenham Lynne Featherstone , MP for Hornsey and Wood Green Joanne McCartney , GLA AM for Haringey and Enfield
		TOTAL	34	

* Please note that these representatives also represent the Thematic Boards that they belong to.

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008

Present: Councillor George Meehan (Chair), Councillor Kaushika Amin, Councillor Brian Haley, Councillor Nilgun Canver, Eugenia Cronin, Dr Ita O'Donovan, Yolande Burgess, John Egbo, Micheal Jones, Adam Jogee, John Maranga, Enid Legister, Pastor Naeem Sheikh, Sharon Shoemsmith, Walter Steel, Richard Sumray, Mun Thong Phung, Richard Wood.

In Attendance: Michelle Alexander, Louisa Aubeeluck, Xanthe Barker, Niall Bolger, Helen Constantine, Phil Harris, Sharon Kemp, John McGill, Helena Pugh.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP63.	<p>WELCOME, APOLOGIES AND INTRODUCTIONS</p> <p>The Chair welcomed those present to the meeting and noted that apologies had been received from the following:</p> <p>Tracey Baldwin Markos Chrysostomou Mary Connolly David Lammy MP George Martin Joanne McCartney AM Pastor Nims Obunge Councillor Lorna Reith</p> <p><i>The Chair also noted that Councillor Lorna Reith and Mary Connolly had recently suffered bereavements and on behalf of the Board offered condolences.</i></p>	
HSP64.	<p>DECLARATIONS OF INTEREST</p> <p>No declarations of interest were made.</p>	
HSP65.	<p>URGENT ITEMS OF BUSINESS</p> <p>No urgent items of business were received.</p>	
HSP66.	<p>MINUTES</p> <p>RESOLVED:</p> <p>That, subject to the amendment set out below, the minutes of the meeting held on 11 February 2008 were confirmed as a correct record.</p> <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</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008**

	<p>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><u>The Council's Annual Report for 2006/07 was circulated, together with a covering letter outlining its purpose, which sought comments and feedback, in order to inform the format of Annual Report for 2007/08.</u></p> <p><u>The Board was advised that in addition to the summary statement of accounts for the year the, report also reflected some of the Council's most important achievements and successes under each of its five corporate priorities during 2006/07.</u></p> <p><u>It was noted that as part of the consultation process in relation to the Annual Report there had been consultation with residents. In order to consult with, and obtain the views of partner organisations, members of the HSP were asked to make any comments or suggestions for inclusion in this year's report, by 28 March 2008'.</u></p>	X. Barker
HSP67.	<p>PRESENTATION FROM THE WELL-BEING STRATEGIC PARTNERSHIP BOARD</p> <p>The Board received a presentation from the Joint Director of Public Health on behalf of the Well-Being Strategic Partnership Board.</p> <p>It was noted that the key strategic aim of the Board was to promote a healthier Haringey by improving well-being and tackling health inequalities.</p> <p>The Board was advised that the new Local Government and Involvement in Public Health Act placed a duty upon the Director of Public Health and the Directors of Adult and Children's Services, to undertake a Joint Strategic Needs Assessment (JSNA), which would focus on three key issues when determining need:</p> <ul style="list-style-type: none"> • Incidence and Prevalence • Existing Services • Effectiveness and Cost-Effectiveness <p>In order to demonstrate how the JSNA would be approached a group exercise was undertaken looking at Childhood Obesity and following this there was discussion around the exercise.</p> <p>The Board was advised that as part of the JSNA process similar exercises would be used to identify needs. Service commissioners and providers would be engaged and themed areas would be considered by the relevant individuals. Following this a rolling programme of work would be developed and there would be consultation with the public on the content of this.</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008**

	<p>In order to support the delivery of the JSNA a supporting structure had been established, which included a Steering Group and Project Executive. In addition to these a Consultation Forum and Technical Officers group were also being formed.</p> <p>It was noted that representatives from each of the HSP Thematic Boards would take part in the commissioning process and that this would be fed through the HSP.</p> <p>In conclusion the Board was asked to contact the Joint Director of Public Health or a member of her team if they had any further queries in relation to the JSNA.</p> <p>RESOLVED:</p> <p>That the presentation provided be noted.</p>	
<p>HSP68.</p>	<p>LOCAL AREA AGREEMENT 2008/09 - 20010/11</p> <p>The Board considered a report that provided an update on progress to date in the development of the 2008/09 Local Area Agreement (LAA).</p> <p>It was noted that the HSP Performance Management Group (PMG) had negotiated thirty-five National Indicators and twenty-four Local Indicators (including the current Stretch Targets) for inclusion within the new LAA. In addition to this there were also sixteen mandatory education and Early Years targets.</p> <p>As part the LAA the Partnership was required to produce a Story of Place, which set out in narrative form, the context for the LAA. This reflected the Community Strategy and set out why the priorities and Indicators included within the LAA had been selected.</p> <p>The Board was advised that each of the Indicators were aligned to one of the HSP Theme Boards. Where Indicators were cross cutting they would be monitored by more than one Theme Boards.</p> <p>As agreed at the previous meeting of the HSP, a new Performance Management Framework for the Partnership had been developed, which would enable performance to be monitored with a greater degree of consistency across the Partnership.</p> <p>It was noted that Lead Officers representing the Theme Boards would liaise with Lead Officers from the Government Office for London (GOL) regarding the setting of specific targets around the Indicators. This process would take place during April and May.</p> <p>In response to a query in relation to the existing Stretch Target on Adult Participation in Sport, the Board was advised that there was a three-year target attached to this, which related to the 29.6% referred to in the report. As part of the negotiation between the relevant Council and GOL</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008**

	<p>leads each of the existing Stretch Targets would be examined and appropriate targets for these would be agreed for the final year, 2010/11 only.</p> <p>In response to a question regarding the Area Based Grant and how the review would operate, the Board was advised that if, after the initial six month period it was determined that a project should no longer continue to receive funding, a three month notice period would be given to the relevant organisation. In terms of the reallocation of the funding this would be considered as part of the ongoing Performance Management Framework.</p> <p>It was suggested that a template setting out the responsibilities and roles of partners in achieving the National Indicator targets was devised once they had been determined.</p> <p>The Board was advised that a further report would be brought to the Board at its July meeting.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the content of the report be noted. ii. That, subject to ministerial sign off in June 2008, the Haringey Local Area Agreement 2008/09 to 2010/11, which encompassed the thirty-five National Indicators and sixteen statutory educational attainment and Early Years Indicators, be endorsed. iii. That consideration be given devising a template that would set out the responsibilities and roles of partners in achieving the National Indicator targets once they had been determined. 	<p>M. Connolly</p> <p>M. Connolly</p>
<p>HSP69.</p>	<p>UPPER LEE VALLEY: A NEW VISION</p> <p>The Board received a brief presentation and considered a report on the new Upper Lee Valley Vision from the Deputy Director of the North London Strategic Alliance.</p> <p>The Board was advised that the North London Strategic Alliance worked across the three Boroughs of Haringey, Waltham Forest and Enfield, to promote and improve the Upper Lee Valley (ULV) area. The ULV Vision had been formed in order to provide a long-term view of the area that could be implemented incrementally as opportunities within the area arose. The Boroughs, in collaboration with the Local Development Agency and Greater London Authority, had developed the ULV Vision through the Alliance. Its primary focus was to halt the long period of decline experienced in the area due to the structural decline of manufacturing in London.</p> <p>It was noted that the Upper Lee Valley ULV was strategically placed to utilise links with the London-Cambridge growth corridor, Stansted Airport</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008**

and the Olympic and Thames Gateways. The ULV Vision aimed to ensure that these opportunities were fully realised. The following issues were highlighted within the Vision:

Communication and Transport Links -demonstrating the areas connections to central London, the Olympic and Thames Gateway and the Stansted/Cambridge corridor.

Improving the Built Environment -focussing on how areas where industrial buildings and domestic dwellings were in close proximity could be improved.

Improving Communication Links -across the Borough.

The Board was advised that effective Partnership and cross Borough working would be key to the success of the Vision. In order to facilitate effective cross Borough working a Leaders' Forum had been established that included the Leader of each of the Councils and key lead officers. In addition to this several other bodies had been formed that flowed into this.

It was noted that a successful cross Borough approach had already been taken to address Worklessness via the North London Pledge, which had been lead by Haringey, and the through the cross Borough action plan for the Central Leaside Area.

The Board was advised that representatives from each of the Local Strategic Partnerships would be included within the bodies that sat beneath the Leaders' Forum. Representatives from HAVCO indicated that if assistance was required in identifying community and voluntary sector representatives the organisation would be happy to assist in this process.

J. McGill

The Board discussed the ULV Vision and how the area could make the most of the opportunities available as part of the Olympics. It was suggested that identifying unique selling points, which would attract people to the area would be crucial to the success of the Vision. Improving the waterways in the area and identifying opportunities to move freight onto the canals were also recognised as areas the Vision should address.

J. McGill

The Board was advised that significant progress had been made in raising the profile of the ULV and interest in the Central Leaside area demonstrated this shift. There were other tangible examples of this such as the North London Pledge and the current regeneration of the Tottenham area.

The Chair thanked the Deputy Director of the North London Strategic Alliance for his presentation.

RESOLVED:

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008**

	<p>That the new Vision and Partnership Structure for the Upper Lee Valley be noted.</p>	
<p>HSP70.</p>	<p>GREENEST BOROUGH STRATEGY: UPDATE</p> <p>The Board was provided with an update on the development of the Council's Greenest Borough Strategy and the results of the consultation process in relation to this.</p> <p>It was noted that there had been an extensive consultation programme around the Strategy and that as a result of this a number of revisions had been made. These included a stronger emphasis on mitigating climate change and adaptation and a strengthening of the approach to bio-diversity, sustainable food and designing out crime. In addition to these amendments the Strategy had also been re-drafted as an HSP strategy, rather than a Council document and this reflected new guidelines on strategy writing and the emerging LAA.</p> <p>In response to a query as to how partners would contribute to achieving the aims of the Strategy, the Board was advised that the new Local Government and Involvement in Public Health Act placed a duty upon partners to take responsibility for the delivery of targets and duties under the HSP's responsibility. The Council would provide technical support to partners via its Environment Support Team.</p> <p>It was noted that there was a great deal of support from the local community for the Strategy and representatives from HAVCO indicated that they were pleased that the views of the local community had been taken into account.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the context for developing the Greenest Borough Strategy, as set out in the report, be noted. ii. That the results of the consultation exercise and how this impacted upon the re-drafting process be noted. iii. That the Greenest Borough Strategy be adopted as a strategy of the HSP. iv. That the Better Places Partnership Board should monitor performance against the National Indicators that would be delivered through the Strategy. 	<p>BPP</p>
<p>HSP71.</p>	<p>THEMATIC BOARD UPDATES</p> <p>The Board received a report that provided updates on the work streams, activities and recent decisions undertaken by each of the Theme Boards.</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008**

	<p><u>Better Places Partnership (BPP)</u></p> <p>In addition to the written update, the Chair of the Board noted that the recent LAA workshop that had been held had been successful and that there had been discussion around the membership of the BPP. There had been agreement that the membership of the Board should to be reviewed in order to ensure that it could deliver the targets within its responsibility effectively.</p> <p><u>Children and Young People's Strategic Partnership Board (CYPSPB)</u></p> <p>Nothing additional to add.</p> <p><u>Enterprise Partnership Board</u></p> <p>The Board was advised that the North London Pledge was now in place and that this built upon the Haringey Guarantee, which had recently been cited as a good example of partnership working by the Audit Commission and had been awarded a grant of £1.5M.</p> <p><u>Integrated Housing Board (IHB)</u></p> <p>Nothing additional to add.</p> <p><u>Safer Communities Executive Board (SCEB)</u></p> <p>The Board was advised that its meeting on 28 March the SCEB had adopted the Safer Communities Strategy. Following this meeting the SCEB LAA workshop had been held, which had been successful.</p> <p><u>Well-Being Strategic Partnership Board (WBSPB)</u></p> <p>Nothing additional to add.</p> <p>RESOLVED:</p> <p>That the report and additional verbal updates be noted.</p>	
HSP72.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>No new items of Urgent Business were raised.</p>	
HSP73.	<p>ANY OTHER BUSINESS</p> <p>No items of AOB were raised.</p>	
HSP74.	<p>DATES OF NEXT MEETINGS</p> <p>The following provisional dates for future meetings were noted:</p> <p>3 July, 6pm, Civic Centre</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
TUESDAY, 8 APRIL 2008**

	<p>3 November, 6pm, Civic Centre 26 February, 6pm, Civic Centre</p> <p>Once the Council's Calendar of Meetings had been confirmed members of the HSP would be formerly notified.</p>	<p>All to note</p>
--	--	--------------------

COUNCILLOR GEORGE MEEHAN

.....

Chair



Meeting: Haringey Strategic Partnership

Date: 3 July 2008

Report Title: Confirmation of Membership and Current Terms of Reference: 2008/09

Report of: Mary Connolly, HSP Manager, Haringey Council.

Summary

The first meeting of the new Municipal Year provides a timely opportunity for the HSP to confirm its membership and current Terms of Reference for the forthcoming year.

During the last cycle of meetings each of the Thematic Boards have formally amended their Membership and Terms of Reference to include the new Community Link Forum representatives (CLF).

Following the CLF elections in April six new representatives have been appointed to the HSP. To recognise this the HSP now needs to formally amend its Terms of Reference.

The full Terms of Reference, including details of the HSP Membership are attached at Appendix 1. Each partner organisation should formally confirm the names of the individuals appointed to the Board.

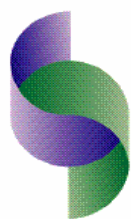
As set out later in the agenda at Item 16 there are further amendments set out in relation to the Terms of Reference and these will be considered under Item 16.

Recommendations

- i. That the HSP confirm its Membership for the new Municipal Year.
- ii. That the Board Terms of Reference be amended to include the new Community Link Forum representatives.

For more information contact:

Name: Xanthe Barker,
Title: Principal Committee Coordinator.
Tel: 020 8489 2957
Email address: xanthe.barker@haringey.gov.uk



haringey strategic partnership

Terms of Reference 2008/09

1. Introduction

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

2. Aims and guiding principles

The Haringey Strategic Partnership will:

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

3. Core business

The Haringey Strategic Partnership will:

- Seek to develop an agreed vision for Haringey and plan of action working towards this vision
- Share information about the borough and local needs and best practice in planning and delivery of services
- Work towards a common performance management framework to monitor the Haringey Community Strategy
- Monitor the progress a agreed actions and their impact against measurable baselines to assess the effectiveness of both the strategy and its implementation on the borough
- In accordance with government guidelines, oversee the co-ordination, implementation and review of:
 - ▶ The Community Strategy

APPENDIX 1

- ▶ The Local Area Agreement
- ▶ The Local Neighbourhood Renewal Strategy
- ▶ The Neighbourhood Renewal Fund and the Safer and Stronger Communities Fund
- ▶ Other programmes or initiatives as directed by government

4. Membership

4.1 The Haringey Strategic Partnership membership for 2007/08 is as follows:

	Sector Group	Organisation (s)	No. of reps
Statutory and Core Agencies	Local Authority	Haringey Council (Leader and Chief Executive)	2
	Health	Haringey Teaching Primary Care Trust	2
	Housing	Registered Social Landlord Homes for Haringey	2
	Community Safety	Metropolitan Police	1
	Jobs and Training	JobCentre Plus	1
	Higher Education	Middlesex University	1
	Further Education	Learning and Skills Council CONEL	2
Voluntary and Community Sector	Councillors	Haringey Council	3
	Community representatives	Community Link Forum HAVCO	6 2
Other Interests/Sectors	Youth	Haringey Youth Council	2
	New Deal for Communities	The Bridge, NDC	1
Themes	Thematic boards	Representative from each thematic board: Better Places Partnership Children & Young People's Strategic Partnership Enterprise Partnership Integrated Housing Board Safer Communities Executive Board Well-Being Partnership Board	6
MP's	MP's and GLA reps	2 MP's and 1 GLA rep	3
		Total	34
Observers		Government Office for London Housing Corporation Strategic Health Authority London Development Agency	4

4.2 Chair

APPENDIX 1

The Leader of Haringey Council will be the Chair of the HSP. This appointment will be confirmed at the HSP Annual General Meeting.

4.3 Vice Chair

A Vice Chair from an organisation other than the Council will be selected annually by the HSP.

4.4 Deputies

Members may arrange for a Deputy to attend on their behalf. This person should be formally notified to the HSP secretariat so they can be included in all mailings etc.

Members cannot arrange for a Deputy to attend on their behalf on more than two occasions, and not consecutively.

4.5 Reps

Partner bodies are responsible for ensuring that they are represented at an appropriate level.

These representatives are responsible for disseminating decisions and actions required back to their own organisation, ensuring compliance with any actions required and reporting back progress to the HSP.

4.6 Co-opting

The Partnership may co-opt additional members by agreement who will be full voting members of the Board.

4.7 Observers

The four 'standing observers' identified in the membership list (GOL, LDA, Housing Corporation and the Strategic Health Authority) may participate in all meetings.

With permission of the Chair observers from organisations/groups not represented on the main board may attend and participate in meetings to bring particular expertise and knowledge. Requests should be received at least 10 days before the meeting. Observers will be expected to brief their organisations.

4.8 Performance Management Group

The Performance Management Group (PMG), a sub-group of the HSP Board, will oversee and guide the work of the HSP and its thematic partnerships.

The PMG will be chaired by the Chair of the HSP, or in his/her absence will be chaired by the Vice Chair or a nominated deputy. The group will meet monthly, and special meetings may be called at the discretion of the Chair to consider any urgent business, if necessary. Membership of the group will be confirmed at the HSP AGM. The membership for 2008/09 is:

- The Chair of the HSP – Leader of the Council
- The Vice Chair – Principal of CONEL
- The Chief Executive of the TPCT

- Job Centre Plus -Regional Director
- The Borough Commander
- Haringey Council's Chief Executive
- The Chief Executive of HAVCO

4.9 Thematic Boards

The thematic boards will be determined by the HSP. Each theme board is responsible for its own operating arrangements and will lead on the strategic themes identified in the Community Strategy. The thematic boards will also be responsible for monitoring and reporting on progress in delivering the outcomes and targets within their thematic area e.g. LAA

4.10 Review

Membership of the Partnership will be reviewed annually to ensure that all interests are adequately represented and consider whether the membership of the HSP is still appropriate.

5 Meetings

5.1 Frequency

Ordinary meetings of the Partnership will be held four times a year.

Additional special meetings will be arranged if necessary.

Meetings will be held at an appropriate venue within the borough.

HSP meetings will generally be **open** to the public as observers, but will be closed for certain exempt business, as necessary.

6 Proceedings

6.1 Quorum

To make decisions, meeting must be quorate. A quorum will be 8 voting members of which a least four are core agencies.

6.2 Voting and decision making

The HSP will endeavour to arrive at all decisions by consensus. In exceptional circumstances if at least three members request it, a vote may be taken. In this case the Chair will take a vote by show of hands.

Each member has one vote. Decision will be by simple majority. Observers are not eligible to vote.

If necessary because of urgency and the timing of meetings decisions may be taken by email on the basis of a report and recommendations. Decision will be made by a simple majority. Abstainers will be recorded.

6.3 Agendas

Agendas and reports will be circulated at least five working days before the meeting.

APPENDIX 1

Additional late items will be taken at the discretion of the Chair.

7 Accountability

7.1 The Partnership

The London Borough of Haringey is the accountable body for the HSP. The Partnership is accountable through the London Borough of Haringey to regional and central government and the wider community.

Representatives are responsible for keeping their agencies informed of the decisions and work of the partnership. Representatives will provide a link with their own organisation regarding reporting back and instigating partner action.

7.2 Reports to the partnership

An update on the work of the thematic boards will be a standing item on the HSP agenda.

The agenda, papers and minutes will be available to the public on request from the Committee Secretariat and accessible via Haringey Council website <http://www.haringey.gov.uk>

8 Funding

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

9 Rules of conduct

9.1 Interest

Members must declare a personal and/or pecuniary interests with respect to agenda items and must not take part in any decision required with respect to these items.

9.2 Absence

If a representative is absent for three consecutive meetings the organisation/sector will be asked to re-appoint/confirm its commitment to the partnership.

(To be agreed 3rd July 2008)

This page is intentionally left blank



Meeting: Haringey Strategic Partnership Board

Date: 3 July 2008

Report Title: Regeneration Strategy Draft Delivery Plan

Report of: Niall Bolger, Director Urban Environment

Summary

The Regeneration Strategy was adopted in February 2008 outlining the vision for the regeneration of the borough through to 2016. This delivery plan (attached) outlines the immediate projects that will take forward the strategy over the next 3 years. Projects have been drawn from both existing and proposed activities across a number of services within the council and also from our external partners. This plan incorporates the work of Children and Young Peoples Service, Haringey Adult Learning Service, Corporate Procurement and The Bridge NDC amongst others.

Recommendations

The purpose of this report is to introduce the draft Delivery Plan for Haringey's Regeneration Strategy. HSP are asked to accept the draft document.

Financial/Legal Comments

Identifying and maximising both external and internal funding opportunities for regenerating the Borough remains a key priority within the strategy. The Council has successfully bid for some major regeneration type funding streams from various external sources including Growth Area Funding, Community Infrastructure funding, the BSF programme, Decent Homes Programme, Private Development Funds, TfL funding, LDA funding, etc. A number of projects are already being progressed within approved funding or where the council is exercising its enabling role to move forward major sites developments. Any financial implications arising from new projects in future must be properly assessed and costed and funding, external or internal, clearly identified before they can be implemented. The delivery strategy should be aligned with the Council's financial and business planning framework, so that any emerging projects and or actions can be considered as part of these processes.

The Head of Legal Services comments that the key objectives and themes at the heart of the Regeneration Strategy (People, Places and Prosperity) are

essentially the same as the statutory well-being powers (Economic, Social and Environmental) which are broadly framed.

For more information contact:

Name: Karen Galey

Title: Head of Economic Regeneration

Tel: 020 8489 2616

Email address: Karen.galey@haringey.gov.uk

Introduction

The Council agreed its new regeneration strategy “people, places, prosperity” in January 2008. The covering report stated that we would be producing an annual delivery plan so progress of the strategy could be monitored.

Background information

This is the first annual delivery plan for our new regeneration strategy. In our strategy we sought to provide an accessible and succinct statement of our regeneration vision and objectives. A similar approach has been taken in the development of this document. We have not sought to set out every regeneration project that will occur in the borough but instead we have tried to identify the key flagship projects under each of the three themes that will take forward the delivery of themes.

It is intended that we produce a new plan each year that will set out the projects for the coming year and, from next year on , review the progress against these projects in the previous year. Many of the projects, especially those involving strategic sites will take several years before they are completed but each year we will identify the particular milestones for the coming year.

As we have identified the flagship projects many of these projects are already within the councils project management framework and are reported regularly to the appropriate boards. However, this delivery plan will enable partners and the public to see them a collective group and see how they link together to achieve our wider goals.

It is important to note that the programme set in this delivery plan, especially the places theme, represents a very major programme of transformation covering significant parts of the borough. Obviously in addition to the flagship programme set there are a large number of smaller projects going on that will also contribute to these goals.

It is intended that the regeneration delivery plan is reported through the regeneration stream board level, the enterprise theme board of the HSP and approved the council cabinet.

Strategic Implications

This Delivery Plan along with the accompanying strategy sets the agenda for delivering major socio-economic and physical infrastructure developments in Haringey over the next 3 years to 2011.

Adopting this delivery plan identifies the projects within it as the agents for achieving the objectives of People, Places and Prosperity.

This document also demonstrates widespread joined-up working across directorates and with external partners.

Successful implementation will result in major physical change in the urban environment of Haringey along with greater economic vitality as a result of greater employment amongst residents and thriving prosperous businesses. Failure to deliver represents a retrograde step.

Financial Implications

There are no financial implications arising directly from the Delivery Plan, however the plan brings together a compendium of financial commitments already made and planned for future years. Any additional financial requirements arising from future projects would need to be made through the normal budget planning process

Legal Implications

There are no legal implications arising directly from the Delivery Plan, but capital interventions outlined in the plan will require legal intervention in respect of property transactions and contract procedures. Any legal issues involved in the delivery of any projects needs to be resolved through a separate process and inclusion in this list does not signify any detailed approval.

Equalities Implications

All projects in the Delivery Plan will be subject to appropriate Equalities Impact Assessments and greater economic equality will be achieved through creating employment opportunities and giving residents the skills to take up those opportunities.

This page is intentionally left blank

Regeneration Strategy

Delivery Plan 2008-11

DRAFT

Haringey Regeneration Strategy

Delivery Plan

Introduction

In February 2008, Haringey Council adopted '*People, Places & Prosperity*', *Haringey's Regeneration Strategy*, setting out the authorities regeneration priorities for the Borough to 2016. The Regeneration Strategy is a principal component in the delivery of the Community Strategy objective 'economic vitality and prosperity shared by all'. The Strategy was developed through consultation and has been endorsed by Haringey Strategic Partnership.

The priorities identified by the strategy are a combination of those over which the Council has direct influence and those with which it has a more indirect relationship. It also brings together work already underway - for example, The Haringey Guarantee - with new areas of activity - for example, working more closely with mainstream Children Services around the regeneration agenda.

In order to ensure priorities are taken forward in a coherent and timely manner, this Delivery Plan has been prepared. This sets out activities in which the Council and its partners will engage in order to deliver necessary changes to the Borough. It also details the way in which our activities will be monitored and evaluated, ensuring that the pace and direction of regeneration in Haringey is satisfactory.

The focus of the Delivery Plan reflects that of the Strategy – with a very clear focus on economic regeneration. The Delivery Plan clearly sets out the activities on which we intend to concentrate and that constitute priorities. As such, this plan contains a number of projects that have already been initiated by Haringey Council, demonstrating a clear commitment to the major regeneration programme necessary to implement social and economic change in the borough. The principle projects include:

- The Haringey Guarantee and the North London Pledge
- Families Into Work
- The transformation of Tottenham from Seven Sisters to Tottenham Hotspur and to Tottenham Hale
- The redevelopment of Wood Green and the Haringey Heartlands site.
- Developing a simple but effective single point of access for business inquiries to the council.
- Supporting Businesses in Key Sectors such as food and drink, retail and the cultural industries.

The Delivery Plan will be a rolling 3-year document and will be reviewed and updated annually. It sets out by theme the key initiatives that will deliver the strategy, a timetable for delivery and includes milestone and outcomes.

The Strategy

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

The vision for the Regeneration Strategy is to;

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

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

- **People** - To unlock the potential of Haringey residents through increasing skill levels, and raising employment so that they can contribute to and benefit from being part of one of the most successful cities in the world.
- **Places** - To transform Haringey into a place in which more people want to live and invest by using the opportunity of major sites and key locations to create positive change.
- **Prosperity** - To develop a 21st century business economy that offers opportunities for sustainable employment and enterprise, to help make Haringey a place that people want to work and visit.

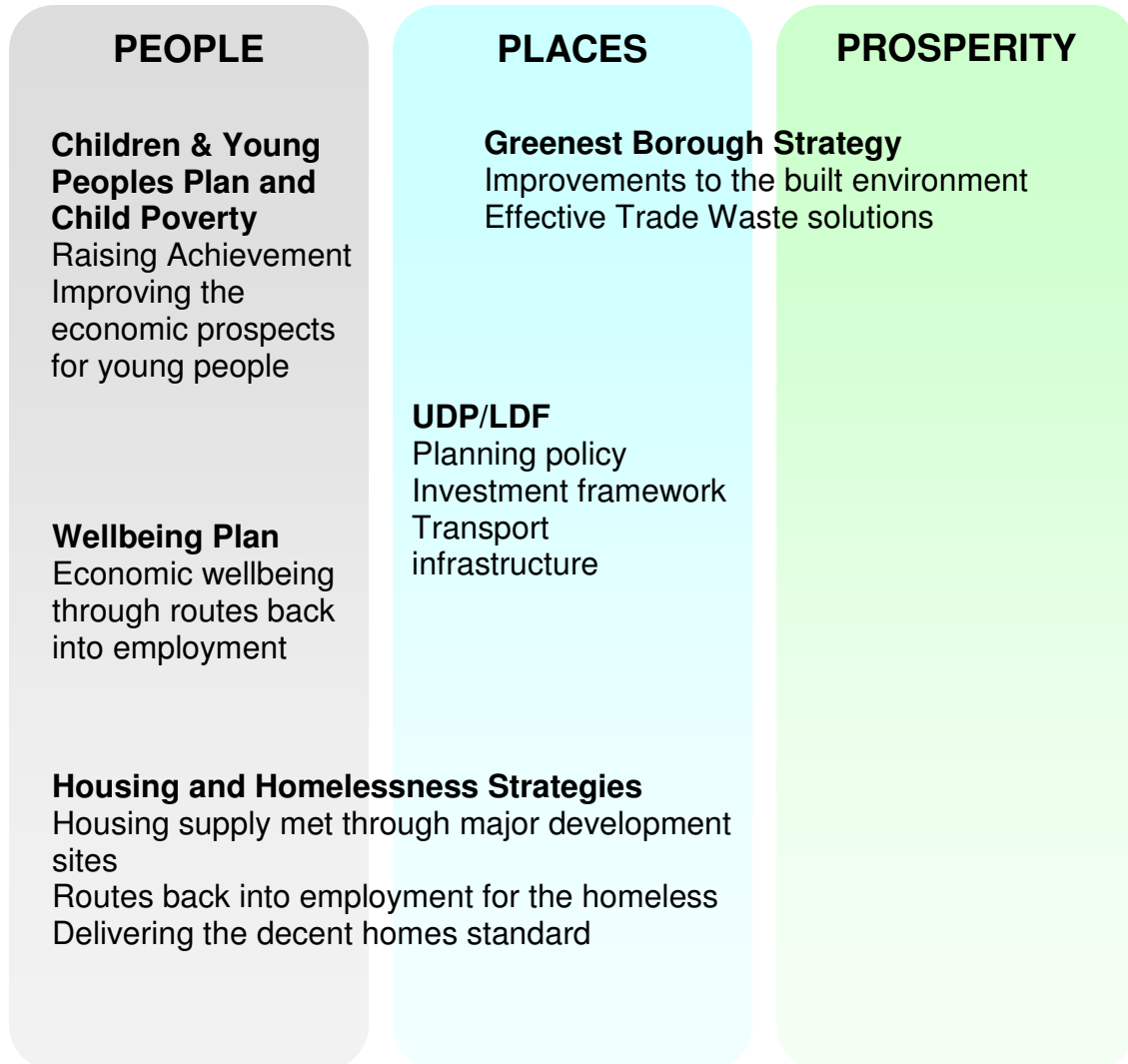
The Wider Strategic Context

Regular monitoring and review of the Strategy will ensure that it continues to complement and is consistent with the London Development Agencies (LDA) priorities for Haringey and the wider London region – in both the London Plan and the Opportunities Area Planning Framework.

We will also continue to work as part of the North London Strategic Alliance and the Upper Lee Valley Partnership to ensure our Strategy and activities complement the vision for the Upper Lee Valley and our sub-regional responsibilities as part of the London-Stansted-Cambridge Growth Corridor.

This Strategy demonstrates substantial linkages with services delivered by the Children and Young People Directorate. Through the Haringey Guarantee and the Families into Work projects we will contribute to both the impending corporate Child Poverty Strategy and the achieving economic wellbeing strand of the Children and Young People's Plan.

Diagram 1 – Linkages between the Regeneration Strategy priorities and other corporate strategic documents



Delivery

Joined-Up Delivery

A primary aim of this Regeneration Strategy is to ensure that the Council achieves the full potential benefits of 'joined up' working between these projects. The *Urban Environment Directorate* was created to provide a more integrated approach to working across environmental, planning and regeneration services. Bringing key services – all of which play a direct role in regeneration – together, will aid both better 'day to day' working and improve strategic linkages. This strategy seeks to extend that beyond Urban Environment to other areas of the Council – such as Children & Young People and Property services – and other key partners within the borough.

Strategic Co-ordination

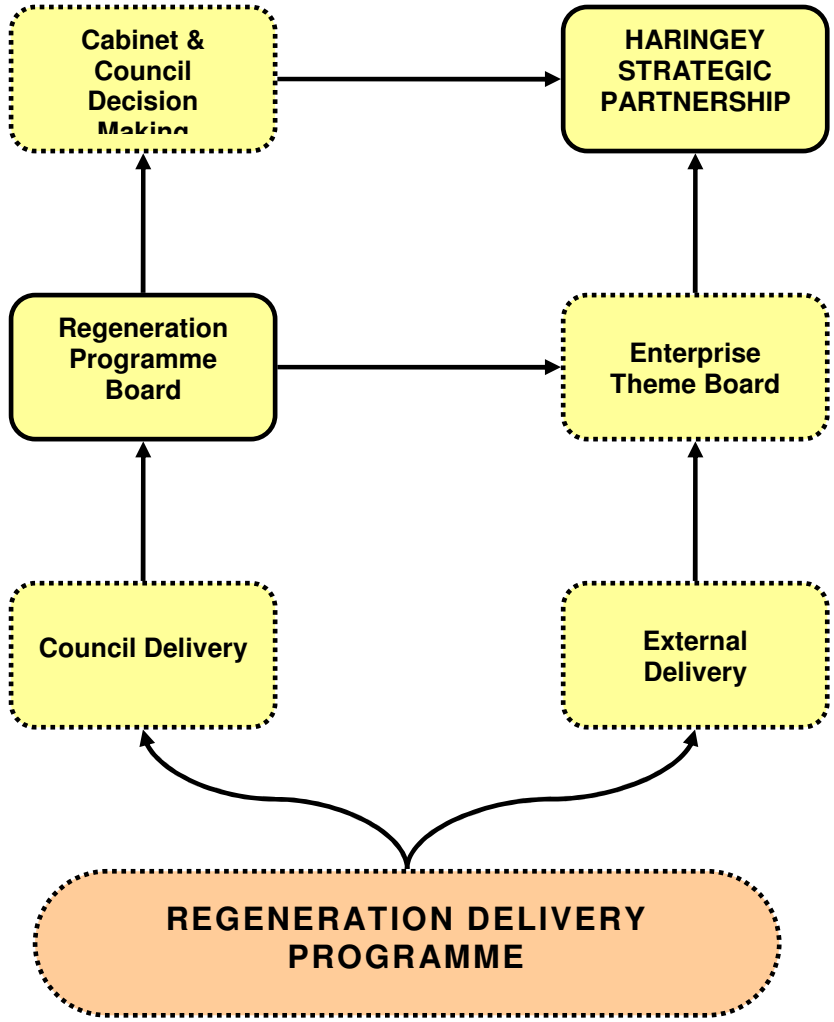
Delivery of the Regeneration Strategy is the responsibility of the Regeneration Programme Board. This will deal with strategic programme delivery issues and receive detailed half-yearly monitoring reports on progress. Annual reports on progress will also be presented to the Council Cabinet.

Regeneration Programme Board will monitor Individual Council led projects and programmes against key milestones. Exception reporting will highlight which projects present greatest risk of non-delivery and trigger ameliorating actions. To support this, evaluation will be embedded across projects to assess the impact of activities. This will be of particular importance where projects are of an innovative and targeted nature (e.g. Haringey Guarantee). It will also help to highlight and learn from our successes. In addition the Enterprise Theme Board, within the Haringey Strategic Partnership, will be a vehicle for engagement with the activities of delivery partners outside of the Council.

The Haringey Strategic Partnership will be the key mechanism for providing strategic co-ordination and input from Partners. The HSP Theme Boards will be asked to take responsibility for overseeing relevant streams of the regeneration programme. The results of the annual evaluation will be fed into a revised version of the Plan.

The development and delivery of the projects and programmes that make up the Delivery Plan will be the responsibility of lead Council Departments or external agencies identified in the Delivery Plan. Progress and updates from project leads will be collated half-yearly by Economic Regeneration. The information will be used to compile progress reports for the relevant HSP Theme Boards.

Diagram 2 – Governance Structure of the Regeneration Strategy Delivery Plan



Monitoring & Evaluation

The Regeneration Strategy sets out to deliver long-term sustainable outcomes. To ensure it does so, it is therefore essential that the impact of the programme of activity is evaluated on a regular basis. This will ensure that the activities being undertaken are of the correct scale and focus and are progressing in a timely manner.

The Council already monitors a broad range of regeneration related indicators. This information will be used to assess the broad impact of the Regeneration Strategy over the long term. The key indicators against which we will assess the progress of the Strategy are;

People

- Number of working age people claiming out of work benefits in the worst performing neighbourhoods
- Number of 16 to 18 year olds who are not in education, employment or training (NEET)
- Number of people from priority neighbourhoods helped into sustained work
- Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks
- Numbers achieving level 2 qualifications by aged 19

Places

- Number of hectares of brownfield land brought back into economic or residential use
- Number of new jobs generated by new developments
- Number of sqm of commercial floorspace created

Prosperity

- VAT registration rate

These indicators align with the priorities and stretch targets set out in the Local Area Agreement.

Schedule of Projects against Strategic Objectives and Priorities

OBJECTIVE/ PRIORITY (And Ref No.)	LEAD	SUB-LEAD/ KEY PARTNER	PROJECTS
1 PEOPLE			
1.1 Creating strong links with Central London and major opportunity areas where significant job growth is projected including Stratford and the Olympic 2012, Brent Cross and Stansted Airport.	Econ Reg	JC+ NLB NLCC LB Enfield LB Waltham Forest Developers	Haringey Guarantee North London Pledge Transforming Tottenham Hale Economic Vision for the Upper Lee Valley
1.2 Position key developments in the Borough to ensure they create jobs for local people	Econ Reg	Planning	Transforming Tottenham Hale Haringey Heartlands Upper Lee Valley Section 1.06 Local Labour Agreements
1.3 Reducing worklessness through needs driven, employer-led programmes such as the Haringey Guarantee.	Econ Reg	HG Delivery Partners	Haringey Guarantee North London Pledge
1.4 Focusing skills development on key growth sectors, ensuring that employers have access to the skills they require.	Econ Reg	C&YP LSC HALS KIS Training CONEL	Train to Gain Haringey Guarantee North London Pledge
1.5 Raising educational attainment at school to ensure people have the skills and aptitude for work in an increasingly knowledge based economy.	C&YP		Connexions Children's Centres Special Diplomas
1.6 Targeting of key groups; young people, Incapacity Benefit claimants, users of Council Services and the low skilled.	Econ Reg	C&YP	Children's Centres NDC Triangle Children Families Into Work
1.7 Ensure mainstream services, such as childcare and nursery provision, are clearly focused on the challenge of worklessness.	C&YP		Children's Centres Families Into Work
1.8 Ensure clear, co-ordinated 'packages' of services – benefits advice, childcare, etc - are offered to help people into and to stay in employment	Econ Reg	C&YP JC+	Haringey Guarantee

OBJECTIVE/ PRIORITY (And Ref No.)	LEAD	SUB-LEAD/ KEY PARTNER	PROJECTS
2 PLACES			
2.1 Transforming Tottenham through one of London's biggest place-making schemes. This includes delivery of a new town centre and major waterside residential development at Tottenham Hale, re-vitalising the area around Seven Sisters and maximising gateway opportunities centred on Tottenham Hotspurs FC to the north of the High Rd.	Planning	Econ Reg The Bridge NDC Developers	Transforming Tottenham Hale Tottenham High Road Wards Corner Tottenham Hotspur Heritage Projects The Bridge NDC Masterplan
2.2 Securing the position of Wood Green at the heart of the North London economy by driving forward major mixed use development on the Haringey Heartlands east and west sites. The new development will closely complement Wood Greens existing facilities, creating an urban centre for the 21 st century.	Planning	Econ Reg Developers	Haringey Heartlands Wood Green SPD Myddleton Road
2.3 Transforming the Lee Valley by taking full advantage of its status as one of the major business and housing growth locations for London. Working closely with partners in Enfield and Waltham Forest, our focus will be on delivering of the ambitious North London Strategic Alliance (NLSA) vision for the area.	NLSA	Planning Econ Reg LB Enfield LB Waltham Forest	Economic Vision for the Upper Lee Valley
2.4 Recapturing the Victorian vision for Alexandra Palace as a cultural, leisure and entertainment centre for the benefit of London.	Econ Reg	Planning	Alexandra Palace
2.5 Maximising the potential of cultural landmarks to create a place in which people want to live and work. This will include the redevelopment of Hornsey Town Hall as a centre-piece for the town centre in Crouch End.	Econ Reg	Property Services	Hornsey Town Hall
2.6 Ensuring that those neighbourhoods in Haringey that suffer acute long term poverty and deprivation are linked and integrated with the bold, new developments and the opportunities they offer, to create places in which people want to live and stay.	Econ Reg		Haringey Guarantee Transforming Tottenham Hale Haringey Heartlands Section 1.06 Local Labour Agreements
2.7 Attracting investment from central and regional government for improvements to transport & infrastructure to support the development of sites and ensure transport routes effectively connect people to key job growth locations	Planning	Econ Reg	

OBJECTIVE/ PRIORITY (And Ref No.)	LEAD	SUB-LEAD/ KEY PARTNER	PROJECTS
3 PROSPERITY			
3.1 Unlocking the entrepreneurial talent in our most successful growth sectors. These are; <ul style="list-style-type: none"> • cultural & creative industries • food and drink • production and distribution • professional services • hospitality, leisure & tourism • retail 	Econ Reg	NLB	Supporting Key Sectors - City Growth - Haringey Film Office
3.2 Making full use of the opportunities offered by new developments in the Borough to create business space that better matches the needs of business, in particular our growth sectors.	Econ Reg	Planning	Transforming Tottenham Hale Haringey Heartlands Commercial Property Review
3.3 Provision of good quality, simple to access, business support that businesses want and value.	Econ Reg	NLB NLCC	ULV Business Support Business Engagement Strategy
3.4 Capitalising on Haringey's locational advantages and the exciting new developments in the Borough by marketing a dynamic, changing Haringey in order to generate new investment.	Econ Reg	Planning NLB	Inward Investment
3.5 Delivering high quality Town Centres to ensure they thrive in a changing leisure and retail environment and meet the needs of ever-more demanding consumers.	Econ Reg		Town Centres
3.6 Building on Haringey's young, ethnically diverse community to take full advantage of innovation and global trade opportunities and promote entrepreneurialism	Econ Reg	C&YP NLB Business Link	ULV Business Support Inward Investment
3.7 Make the relationship with the Council an <i>asset</i> for business by improving the quality & responsiveness of Council services. This will help both retain existing businesses and encourage new ones to invest in the Borough.	Econ Reg	Customer Services	Business Engagement Strategy
3.8 Using the enormous procurement and purchasing power of businesses, especially the public sector, to create opportunities for local businesses including social enterprise businesses	Econ Reg	Procurement	Procurement City Growth

FULL REGENERATION STRATEGY DELIVERY PROGRAMME

PEOPLE

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

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

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Haringey Guarantee	1.1 1.3 1.4 1.8	The Haringey Guarantee is an employment and skills service provided to workless residents, particularly those in the 12 most deprived wards. The aim is to address the barriers to social inclusion and worthwhile, sustained employment faced by different groups in the borough. The service provides a guarantee to residents of a quality support service and, on completion, guaranteed job interviews with partner employers. The Haringey Guarantee also supports employers in the local 'travel-to-work' area by providing job candidates who meet their requirements and are keen to work, and by sourcing tailored skills training for their new and existing staff.	The Haringey Guarantee is a highly visible service in the borough that operates from a number neighbourhood centres and within council services. These include general council services, children's centres, GPs services and schools. A partnership of commissioned specialist organisations provide Information, Advice and Guidance (IAG) underwritten by guidance that ensures quality, and that draws upon existing services and advice providers in the borough. The Guarantee service identifies and addresses barriers to employment through one-to-one support and draws upon provision including skills assessments and training, childcare, work placements, the PCT's Condition Management	<p>March to May 2008</p> <ul style="list-style-type: none"> - The pilot ends and the successes and limitations are assessed. - New SLAs, quality guidance, partnership arrangements, community outreach and marketing agreed with providers. - Employer call centre and employer-led training provision arranged in partnership with the LSC. <p>June 2008</p> <ul style="list-style-type: none"> - LDA/ESF co-financing is used to extend the Haringey Guarantee across the whole of the borough. <p>April 2009</p> <ul style="list-style-type: none"> - Haringey Guarantee evaluation submitted. - Assess whether the Haringey 	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			<p>Programmes and support for residents with a criminal conviction. By guaranteeing a quality service, partner employers can be guaranteed quality candidates for their vacancies. In return, employers guarantee each applicant a job interview. Employers are also offered vocational training for potential candidates and for their new and existing staff.</p> <p>The work of the Haringey Guarantee will also support the objectives of the corporate Child Poverty Strategy.</p>	<p>Guarantee brand is recognised by all residents as a service that can support all jobseekers with gaining skills and returning to work</p> <p>March 2011</p> <ul style="list-style-type: none"> - Haringey Guarantee model working in partnership with JCP's Local Employer Partnership and DWP mainstream provision employer agreements. - Employer partnership used to guide universal IAG service to provide employment opportunities for all workless residents and skills development for all residents. 	
North London Pledge	1.1 1.3 1.4	<p>The North London Pledge aims to extend the capacity of the Haringey Guarantee by linking employment & skills provision across the Upper Lee Valley – Haringey, Enfield and Waltham Forest. In particular, resources drawn upon across the 3 boroughs include basic and vocational skills, Condition Management Programmes and Occupational Therapy, and specialist 'in-work support' linked to the LSC's Train to Gain provision.</p>	<p>An agreement of understanding will be made with Enfield Council and Waltham Forest Council with Haringey Council as the lead body. Provision that may be available to residents of all 3 boroughs will be co-ordinated and accessed centrally creating economies of scale for awareness, delivery and a co-ordinated employer engagement approach.</p> <p>The North London Pledge will follow the Haringey Guarantee model.</p>	<p>May – June 2008</p> <ul style="list-style-type: none"> - Agreement of understanding made with Enfield and Waltham Forest - CMP, OT, basic skills provision and employer-led skills provision and IAG commissioned across the 3 boroughs. - Employer Partnership co-ordinated with Haringey Guarantee, JCP's LEP, LSC's Train to Gain and employer partnerships in Enfield to provide guaranteed job interviews and employment opportunities for residents of all 3 boroughs. <p>April 2009 – Evaluation</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
				<p>completed by LDA</p> <p>Follow the milestones from the Haringey Guarantee.</p>	
Families into Work	1.6 1.7	<p>The vision for the Families into Work (FIW) project is to improve the life chances of people in Northumberland Park by working with families to identify and provide the services they need for parents to become employed and for children to achieve success in education and develop the skills and desire to obtain work with career prospects.</p> <p>Families into Work will be an innovative pilot project focussing on families in a specific neighbourhood which will test out an approach that is replicable and scaleable based on better use and co-ordination of neighbourhood features - schools, children's centres, community resources.</p> <p>Families into Work will be a special project of the Haringey Guarantee - a special family focussed dimension to the Guarantee.</p> <p>Families into Work will be a multi-agency approach in Northumberland Park to address wider social exclusion issues by working intensively with families to improve the life</p>	<p>The Families into Work project was designed as a way to work closely with whole families.</p> <p>Thus the project team would work with families:</p> <ul style="list-style-type: none"> to identify barriers to work for parents and older children to identify barriers to educational achievement for younger children to identify a family action plan, including a combination of services and projects, including ones already provided to the family, which would provide a rounded approach geared to that family's needs and barriers to work. to contact service providers to negotiate and agree access to the appropriate projects and services and shared action plans for the family which will support them into work. to ensure services are provided in a sensible way for the family to provide support to reduce drop out when things get tough and troubleshoot any problems which arise with service provision to monitor progress against each family action plan 	<p>The final Business Case was drafted and sent to Steering Group members on 19 December 2007 and agreed at the Steering Group meeting on 9 January 2008.</p> <p>Working Neighbourhoods Fund has been identified to fund the project in 2008/09 and this was confirmed by the Enterprise Board on 5 March 2008.</p> <p>A delivery plan for the project was presented to and agreed by the Steering on 30 April 2008.</p> <p>Milestones</p> <ul style="list-style-type: none"> Recruitment of FiW Manager June 2008 Recruitment of FiW Team June/July 2008 Community Information Meetings June/July 2008 – school, children's centre, NRC Office open July/August First families engaged Sept 08 Agreed action plans Oct 2008 Ongoing engagement of families and action plans for 50 family members March 2009 	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>chances of all family members.</p> <p>It will be a 3 year pilot with embedded evaluation. It is proposed that a team of 4 is set up to work closely with some 100 families in Northumberland Park who have multiple barriers to taking up employment and training.</p> <p>It is proposed that the team work with up to 100 families, 50 recruited in year 1 and 50 in year 2, with each family being supported over a 2 year period.</p> <p>It is not proposed that new services should be provided but that existing service and projects should be co-ordinated and targeted to the families on the project. Thus FIW will not duplicate existing services but seek to facilitate better use of them.</p>	<p>Although the project focuses primarily on reducing worklessness, it will need to help families deal with other issues in their lives which although not directly related to work, create problems for family members and become barriers to work.</p> <p>The project is about co-ordination and partnership working and family support, rather than the provision of additional services.</p> <p>Participation in the FIW scheme would be voluntary and require the family to be prepared for services to share information about them in order to identify the best package of services for that family's needs.</p>	<p>Evaluation commissioned September 2008-05-22 Evaluation reports December 2008, June 2009, September 2009 March 2010</p> <p>First skills and jobs outcomes March 2009</p> <p>New families engaged and action plans April 2009- March 2010</p>	
Section 1.06 Local Labour Agreements	1.2 2.6	<p>The development of the Tottenham Hale GLS site has allowed the facilitation and development of a model for delivering S106 Local Labour agreements.</p> <p>To oversee the implementation of the local labour agreement an Employment Development Board will be established comprising representatives of</p>	<p>The S106 agreement stipulates that the Developer will draw up a Training and Employment Management Plan which needs to be agreed by the Council. The Plan obliges the Developer to work with the Council's Economic Regeneration service to procure not less than 20% of the total workforce to be local labour and that half of this local workforce should be trainees</p>	<p>Currently a Shadow Employment Development Board comprising a representative from Lee Valley Estates, Barrett Homes and the Council meets regularly – monthly/6 weeks to review progress. The full Board will be established in late 2008/early 2009 when the development reaches a stage when significant numbers of local</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>the Developer and the Council and they will promote and supervise performance of the Training and Employment Plan.</p> <p>Further, the developer will open up tender opportunities for local suppliers and businesses.</p>	<p>working towards accredited qualifications. Additionally the Developer will recruit local people who are qualified to NVQLevel2/3 in construction skills and who undertook their training with a local college.</p>	<p>labour can and will be recruited.</p> <p>This model can be replicated as other developments come on stream..</p>	<p>hours per week or more for at least 13 weeks</p>
Haringey Adult Learning Service (HALS)	1.4	<p>HALS is the main provider of Adult Learning for Haringey Council.</p> <p>The service aims to develop the skills for local people to help them progress in learning or employment.</p>	<p>HALS will deliver day, evening and Saturday accredited and non accredited courses in subjects including Skills for Life (literacy, numeracy & ESOL), Family Learning, ICT, business & finance, languages, health and well-being (inc Counselling). HALS will target priority groups via increasingly using local libraries as venues for learning.</p> <p>HALS will also offer E2E and apprenticeships for young people, in addition to Train to Gain, learndirect and IAG (careers advice) for adults.</p>	<p>Programmes evaluated and planned on a termly basis – promoted via HALS Programme and marketing campaigns.</p> <p>Ofsted re-inspection Autumn 08 / Spring 09</p> <p>New courses/ services to be piloted in libraries each term.</p> <p>New learndirect centre to open at Hornsey Library June 08.</p> <p>Annual enrolment target</p> <ul style="list-style-type: none"> o July 2007/8 - 3750 o July 2008/9 - 3750 o July 2009-11 - TBA with LSC 	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Numbers achieving level 2 qualifications by aged 19</p>
Haringey Connexions Service	1.4	<p>To ensure that we offer the highest quality careers advice, setting young people on the right path the first time – the Connexions service is a key player in delivering the People objective.</p>	<p>Further detail to be provided</p>	<p>Further detail to be provided</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		The core activity of Connexions is to provide advice and guidance to young people aged 13-29 and up to 25. A range of issues are covered including work and learning.			
Apprenticeships & specialist diplomas	1.5	Increasing the number of opportunities for vocational learning and incentivising young people entering employment.	Developing a wide range of vocational diplomas that match the employment opportunities available developing the skills that support our key business sectors.	Information requested from Sean May, 14-19 Development Officer, Children & Young Peoples Service	Number of working age people claiming out of work benefits in the worst performing neighbourhoods Number of 16 to 18 year olds who are not in education, employment or training (NEET)
Raising Achievement of School Age Children	1.5 1.6 1.7	Haringey Council currently operates 10 centres with a further seven to open in 2008, set within a 0-19's joined up strategy aiming to promote children's well-being; improving their educational outcomes, improve their life chances and support parents. Children's centres act as a hub within the community for parents and providers of childcare and early years education, play, family support, early intervention and targeted activities to vulnerable children and parents Services include – full and part time childcare, ante and post natal clinics; health visitor sessions; childminding networks; links with schools and extended wraparound and support services, play and family support activities – aiming to	1. Support parents from poorest families back into work – reduction child and family poverty. 2. Through early education, childcare and play opportunities increase chance of improving educational outcomes. 3. 0-19's strategy will improve child's life chances, connecting services together better, identifying and following vulnerable children through system leading to a reduction in NEETs over time. 4. Improvements to health outcomes through early contact with essential universal health services. 5. Improved support to parents in bringing up their children, outreach to most vulnerable families connecting them into services earlier.	1. Raise profile and understanding of the presence and purpose of children's centre in each neighbourhood. 2. Continue partnership with Jobcentre Plus on supporting parents back into work eg. Jobcentre Plus working in children's centres, doing information and advice sessions; work focused interviews been successful in two centres roll out to other centres in 2008/09; supporting parents into employment; identify barriers to work , address and provide support; continue with job and career fairs in children's centres; inform and promote services offered by Jobcentre Plus and E-Z; advice and information on claiming childcare tax allowances.	Number of working age people claiming out of work benefits in the worst performing neighbourhoods Number of 16 to 18 year olds who are not in education, employment or training (NEET) Numbers achieving level 2 qualifications by aged 19

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		support parents back into and to stay in work; early health and parenting advice. Centres also have links with local training and education providers, Jobcentre Plus and information services for children, young people and their families.	6. Improving prosperity and quality of community life for all.	3. Re-align children centres with schools within the 0-19's strategic framework by April 2009. 4. Identify impact indicators to evidence difference being made to vulnerable children and families including actions to see a reduction in child poverty. 5. Completion of outreach strategy to target access for most vulnerable children, families and communities.	
Train to Gain	1.4	<p>Train to Gain is a Learning and Skills Council scheme designed to encourage businesses and the public sector to offer appropriate training opportunities to their staff in order to build organisational capacity and improve business performance.</p> <p>The LSC deliver this through skills advisers who can help a business identify skills gaps and to find the right training to bridge those gaps. Train to gain is one of the new products identified as part of the Business Support Simplification Process. Local providers include HALS, KIS Training and CONEL.</p>	<p>3 Train to Gain Providers and 2 Consortia delivering in Haringey</p> <p>Train to Gain offers: Skills for Life, NVQ Level 2 and there is provision available for 'Level 3 jumpers' Wage compensation for SMEs who employ between 1-49 employees Help to arrange the sourcing of training and ensure that training is provided to suit the needs of the employer and learner Information and advice for employers and learners including their skills needs</p> <p>Train to Gain providers will work together with the Haringey Guarantee to provide post-employment support and careers development and link in Haringey Guarantee</p>	<p>LSC Level 2 and Level 3 contracts and profiles for the different Delivery Areas for 2008/9 agreed between the LSC and providers – March 2008</p> <p>Consultation with employers and young people to establish what demand there is for different sectors – June 2008</p> <p>All-round and extended consortia to focus on Construction (particularly Fork-lift Truck licences), Hospitality (particularly Football and Sports Coaching), and Health and Beauty – April 2009</p> <p>HALS LSC profile 07/8 & 08/9</p> <p>Future targets / milestones to</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods.</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			<p>employers.</p> <p>Delivery Areas Engineering, health, retail, hospitality, construction, hair & beauty, business, ICT and basic skills.</p> <p>HALS focus for delivering T2G is Skills for Life (Literacy & Numeracy from Entry level) and NVQ in Administration, ICT & Customer Service at Level 2/3. Targeting Haringey Council Services, Public, private and voluntary sector. Training is currently provided at little or no cost to the employer or learner.</p> <p>HALS Provision will be targeted mainly at pre level 2 adults, particularly women returning to the labour market and women under represented in specified sectors.</p>	<p>be agreed through LSC contracting process</p> <p>08/09 targeting of local authority services</p> <ul style="list-style-type: none"> • June 2008 Accreditation for Entry -level learning • June 08 Partnerships with business support organisation and regeneration agencies • July 2008 Programme evaluation • Sept 08 Develop online learning provision through working with HALS learndirect team • Aug 08 Provide staff training for assessors/tutors on use of learndirect system for supporting delivery of SfL & NVQs. 	
Jobcentre Plus programmes	1.1 1.8	<p>Jobcentre Plus provides vocational advice and guidance to job seekers and provide access to information on current local vacancies. Jobcentre Plus works locally in partnership with local authorities and their activities contribute to delivering the Local Area Agreement.</p> <p>JCP is the lead partner for ensuring the successful</p>	<p>Mainstream JCP provision delivering in Haringey is as follows: ND18-24 & 25+ Gateway to Work Mandatory NDPA referrals of JSA claimants for 2 week "soft skills" course towards employability ND18-24 Voluntary Sector Option (VSO) 26 wk programme to gain skills for employment incl. a work</p>	<p>Indicative target for people into work through JCP programmes in 2008/09: 2300</p> <p>Pathways to Work roll-out: April 2008</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>delivery of the various mainstream employment programmes that make the biggest contribution to tackling worklessness in Haringey: New Deals, Employment Zone and Pathways.</p>	<p>placement with a charity agency ND18-24 FTET Option 26 week programme to gain the skills for employment incl. education (lit & num, ESoL, basic skills) and work exp ND18-24 Environmental Task Force Option (ETF) 26 wk programme to gain skills for employment incl. a work placement with an organisation whose services benefit the environment ND Self-employment Contract Self-employment support ND18-24 & 25+ Mentoring Work first IAG Pre-NDLP Discovery Weeks Mandatory ND25+ JSA claimants 18 mnths+ & voluntary Lone Parents programme - employability skills and IAG NDDP IB Outreach Voluntary work first support Partners Outreach for Ethnic Minorities (POEM) Voluntary work first support to engage non-claimant partners of benefit claimants from BME backgrounds</p>		<p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

PLACES

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

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

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

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Transforming Tottenham Hale	2.1 2.6 3.2	The vision for Tottenham Hale is the creation of a thriving urban centre with a vibrant mix of community, commercial, leisure and residential uses, set within a truly public network of streets and spaces of the highest quality. The transformation of Tottenham Hale from a fragmented, traffic-dominated, illegible and unwelcoming environment to a bustling hive of activity, occupying streets, public spaces and buildings of the highest possible quality, along with a high-quality, integrated waterfront will maximise the area's exceptional locational advantages and create a critical mass of reasons for people to visit, with increased opportunities for local and	The Tottenham Hale Masterplan is being taken forward in six stages. The first site – the former GLS depot – has been through planning, among the features of the GLS application are: affordable homes, a landmark building forming a gateway to the site, two new parks and new for pedestrian and cycle routes. The GLS site will also be developed to provide office and retail space, a new primary school, parking, student accommodation and a CHP plant to contribute to the overall environmental sustainability of the development.	2008 – Begin construction of Hale Village (the former GLS depot) 2008 – commence site acquisitions and preparations for Ashley Road, Green Industries and New Urban Centres sites. 2008 – Secure Planning Permission for Wards Corner and received planning application for Hale Wharf, 2009 – Begin alterations to the Gyrotory and bus station, begin construction of Hale Wharf and Wards Corner. 2010 – Work starts on Tottenham Hale Urban Centre and on developments at Ashley	Number of hectares of brownfield land brought back into economic or residential use Number of new jobs generated by new developments Number of sqm of commercial floorspace created VAT registration Number of people from priority neighbourhoods helped into sustained work

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		wider communities.		Road.	
Tottenham High Road Strategy	2.1	Provide a fresh approach in the light of recent regeneration activity, including residential developments and the development activity at Tottenham Hale, Wards Corner and longer term proposals for the Tottenham Hotspur football ground and adjacent land.	Review the strategy originally set in 2002 to take account of success achieved against original report and output targets. Consider the potential impact of new developments in the Tottenham area on the future High Road retail and leisure mix and opportunities and threats that these may cause Review future inward investment needs for the High Road.	June 2008 – Commence review of previous targets and obtain baseline information Agree key headings and strategy directions for a new strategy Determine fit with LDF proposals Determine delivery route – in house or through consultants. Assess public consultation requirements Start on drafting new strategy 2009 – Deliver fresh strategy	VAT registration
Tottenham Town Hall	2.1	Provide new high quality homes with a range of tenures to and to act as an enabling development for refurbishment of the Town Hall	Delivery of a mixed use development on the site behind Tottenham Town Hall. Receipts from housing development to enable refurbishment of the Town Hall	2008 – Agree terms for full planning application with preferred developer.	Number of new jobs generated by new developments Number of sqm of commercial floorspace created VAT registration
Tottenham/Seven Sisters – Wards Corner	2.1	A redeveloped Wards Corner will become the southern gateway to Tottenham. As a gateway development it will demonstrate striking architecture and public realm interventions that announce your arrival in a transformed Tottenham.	Wards Corner will consist of mixed use development on the site, including high end apartments (social housing will be provided through other sites in the Tottenham area) and new retail units that will improve the retail offer around Seven Sisters.	November 2008 – determine planning applications from Grainger Trust and a community proposal to set the framework for development and delivery timetable	Number of new jobs generated by new developments Number of sqm of commercial floorspace created VAT registration
Tottenham Hotspur stadium redevelopment	2.1	Information to be provided by Karen Galey			
Tottenham Partnership Schemes in	2.1	PSICA is an area-base conservation-led regeneration grant scheme (successor to	English Heritage in partnership with Haringey Council make this grant available to owners	Key milestones are:- • Initialise internal processes,	Number of new jobs generated by new developments

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Conservation Areas (PSICA)		<p>Heritage Economic Regeneration Schemes). Haringey has already successfully delivered HERS in Tottenham and Hornsey.</p> <p>The aim of the scheme is to improve run-down commercial areas through building improvements in Conservation Areas.</p>	of individual properties within the defined project areas to carry out historic building repairs and the installation of new shopfronts.	<p>develop brief & liaise with stakeholders</p> <ul style="list-style-type: none"> • Start work on-site. • Project completion 2012 <p>Windsor Parade (Phase 1) was completed in Sept 2007.</p> <p>Phase 2 – 527, 541, 543, 551, & 553 Tottenham High Road (5 properties). Due to start work on-site June 2008. Anticipate completion on-site Nov/Dec 2008.</p> <p>Phase 3 to follow in 2009.</p> <p>THI programme runs until June 2010.</p>	<p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
Bruce Grove Townscape Heritage Initiative (THI) : Phase 2	2.1	<p>This HLF funded programme takes an explicitly conservation-led approach to regeneration and is designed to help regain the history and built heritage of Tottenham High Road.</p> <p>THI addresses the under-use of buildings and the erosion of heritage quality in areas of conservation importance, creating a catalyst for regeneration.</p>	HLF in partnership with Haringey Council as lead-partner make this grant available to prescribed blocks of properties approved by HLF in the Bruce Grove within the conservation area to carry out historic building repairs to the external fabric of buildings – e.g. repairing and cleaning brickwork, reinstating lost architectural features, repairing sash windows and the installation of new shopfronts.		<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
The Bridge NDC masterplan	2.1	The Bridge NDC is a 10 year £50 million regeneration programme based in the South Tottenham and Seven Sisters	<u>Spatial planning.</u> Stage One – the preparation of a baseline report Stage Two – the development	<u>Spatial Planning</u> Apr 08 -Appoint spatial planning team May 08 – Devise consultation	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>area. It is a partnership between local residents and key agencies such as: Haringey council, the Primary Care Trust, The Metropolitan Police and Job Centre Plus. The NDC aims are to provide a co-ordinated information point for residents with person focussed services. Safeguard The Bridge NDC's achievements in the future. Sustain partnership working by joining up of services. Make mainstream funding work effectively for the area. Achieve better outcomes in the long-term. This will also allow local people to see a clearer impact. Enable local people to become involved in service planning, delivery and evaluation.</p> <p>To develop and champion a Master Plan to set out policies and proposals which will guide the future physical development of the area. The plan will provide an overarching framework for The Bridge area as well as focussing on specific key sites.</p>	<p>of the Visioning stage of the Masterplan The Masterplan will proceed in 2008/9 with the final three planned stages, namely the production of Framework Options; the Public Consultation stage and the Neighbourhood Plan phase, as stated in the original programme. The Framework Options stage includes design options; the third Neighbourhood Team meeting and a vision and options report. The Public Consultation Stage includes the production of consultation materials; a further Neighbourhood Team meeting; a public consultation event and a summary report. Finally the Neighbourhood Plan involves detailed design work, a final Neighbourhood Team meeting and the provision of a final report and implementation strategy.</p>	<p>/communications/stakeholder strategy (ensuring that the community is at the heart of the process and participating in all stages) Jun 08 – ongoing Consult on spatial plan with community/stakeholders and agree options. Mar 09 – ongoing Develop spatial plan with design criteria for bringing forward development. (The design element may need to be brought forward earlier to facilitate ongoing development). Mar 09 – ongoing Develop implementation plan/vehicle to maximise inward investment. Mar 09 – ongoing Adopt spatial plan as Supplementary Planning Document / Area Action Plan to guide development including design and materials.</p>	<p>floorspace created VAT registration</p>
Haringey Heartlands	2.2 2.6 3.2	Haringey Heartlands development – a substantial mixed use site between the east coast mainline and Wood Green - is important in developing an overall package	Haringey Heartlands is located at the centre of the borough of Haringey. It adjoins Wood Green Town Centre and comprises tracts of underused utilities lands. It has the	Summer 2008 –complete construction of access route through the Heartlands site between Station Road and Hornsey Park Road.	Number of hectares of brownfield land brought back into economic of residential use Number of new jobs generated

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>of urban regeneration.</p> <p>The redevelopment will include high quality housing provision and a new secondary school.</p>	<p>potential to be a 'Heartland' for the borough linking east and west.</p> <p>To the west of the Heartlands site is the redevelopment of the former Hornsey Depot site which will complete the east west link from Wood Green to Hornsey High Street.</p>	<p>2008 – begin site acquisitions and clearance and begin work on new secondary school.</p> <p>2010 – Begin phases 1 and 2 of the housing developments.</p>	<p>by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
Wood Green	2.2	<p>Wood Green Town Centre, From Civic Centre to Turnpike Lane, is identified in the London Plan as a major retail offer in London.</p> <p>The Council has developed a Supplementary Planning Document (SPD) which will provide key objectives and strategic guidance for Wood Green Town Centre for the next 25 years.</p> <p>Myddleton Road PSICA is an area-base conservation-led regeneration grant scheme (successor to Heritage Economic Regeneration Schemes).</p>	<p>Phase 1 - Comprehensive initial consultation with key stakeholders and interest groups to form the scoping report and the basis of the draft SPD.</p> <p>Phase 2 – Public consultation on draft SPD and supporting consultation report and sustainability appraisal via the website and a consultation exhibition in Wood Green library for 6 weeks.</p>	<p>May 2008 – commence public consultation on draft SPD and supporting consultation report and sustainability appraisal;</p> <p>June 2008 - Amendments made to SPD following consultation;</p> <p>July 2008 – Approval of SPD by Members;</p> <p>Autumn 2008 - adoption of SPD as statutory planning guidance.</p>	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
Alexandra Palace	2.4	<p>The successful regeneration of Alexandra Palace is key to secure its future operation. Paramount is recapturing the Victorian vision of Alexandra palace as a cultural, leisure and entertainment centre for the benefit of London and restore Alexandra Palace as</p>	<p>Secure private sector investment to enable the palace to make full use of its building to deliver a full range of activities. The trust, responsible for the palace, seek to secure a holistic development with a development partner.</p>	<p>This a long term place making project in its initial stages. Subject to the decisions of the trust, the development partner and the Charity Commission a timetable will be developed.</p>	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>one of London flagship locations.</p> <p>Alexandra Palace can be a catalyst to secure tourism benefits for North London, increase employment opportunities through increased activity and once again become a prestigious venue for Haringey residents to use and enjoy.</p>	<p>Add value to the wider regeneration of Haringey Heartlands and Wood Green by adding to vitality and attractiveness as a location.</p>		
<p>Revitalisation of Hornsey Town Hall</p>	<p>2.5</p>	<p>The redevelopment of Hornsey Town Hall will provide a comprehensive new cultural venue in the heart of Crouch End and also for the borough of Haringey. A number of options are being considered for the old town hall, which includes; community facilities, creative spaces, cafes, retail, performance space and venue and even affordable housing.</p>	<p>The Council has committed to refurbishing the building in conjunction with the Hornsey Town Hall Community Partnership Board.</p> <p>The refurbishment will be funded by the sale of adjoining land for development and will secure the future of a listed building.</p>	<p>2008 – design team appointed and design agreed.</p> <p>2009 – planning consent achieved following a masterplan process.</p> <p>2010 – refurbishment undertaken together with sale of land.</p> <p>2011 – refurbishment completed.</p>	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
<p>ULVP Economic Visioning incorporating Central Leaside</p>	<p>2.3 3.2</p>	<p>Haringey Council is committed to playing a key role in the Upper Lee Valley Partnership (ULVP). The vision of the ULVP is to transform the Upper Lee Valley into 'North London's Waterside', using the natural assets of the waterway and parkland setting to create a vibrant, sustainable and successful place in which people and businesses want to start, stay and grow.</p>	<p>Haringey Council will work as a key member of the Upper Lee Valley Partnership to help develop and communicate the vision for the Upper Lee Valley.</p> <p>We will continue to support efforts to co-ordinate cross borough working to ensure that the vision is delivered in an integrated manner.</p> <p>We will also contribute to</p>	<p>2008-09</p> <p>developing an economic strategy for the ULV</p> <p>continuing transport lobbying for the West Anglia Route improvement</p> <p>a delivery plan for the vision derived from the planning processes of the boroughs and the GLA</p>	<p>Number of hectares of brownfield land brought back into economic or residential use</p> <p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>Central Leaside is a proposed development site on the Upper Lea Valley at the border of Haringey and Enfield. This site has the potent for substantial new housing and the creation of a new urban pole in North London. Central Leaside will have implications for the future development of transport infrastructure within the borough.</p> <p>The proposed action plan identifies Northumberland Park and North Tottenham as Haringey's opportunity area.</p>	<p>efforts designed to raise the profile of the area and position it as a key legacy outcome of the 2012 Olympic Games.</p> <p>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.</p> <p>Enfield and Haringey Councils are producing an Action Plan for central Leaside recognising the need for a coherent vision for the area. A baseline report and sustainability appraisal have been produced and an options analysis has been produced for consultation.</p>	<p>facilitating production and agreement of the GLA's ULV Opportunity Area Planning Framework (OAPF)</p> <p>co-ordinating development of ERDF proposals which have been successful at the expressions of interest stage</p> <p>developing a vision and strategy for the 'new' Lee Valley Park that will link and complement the Olympic Park in the Lower Lea Valley</p> <p>Development & implementation of a Community Engagement Strategy for the Upper Lee Valley</p>	
Hornsey Depot		Information to be sought from Malcolm Dawes			<p>Number of hectares of brownfield land brought back into economic or residential use</p> <p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
					VAT registration
Green Spaces		<p>The Greenest Borough Strategy, 'Going Green', seeks to address the impact of consumerism and urban decay on the environment around us and within the borough.</p>	<p>The first objective of the Greenest Borough Strategy seeks to provide an improved built environment where residents and visitors to the borough are comfortable and secure and where buildings have a low economic impact through sustainable design and materials.</p> <p>Objective 3 of the strategy seeks to increase the quality and quantity of recycling, including trade waste from businesses, but through changing attitudes towards packaging and waster (addressed under Objective 7).</p>	<p>The Greenest Borough Strategy will be adopted mid to late 2008 and will be effective until 2018.</p>	n/a

PROSPERITY

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

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

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
The Business and Enterprise Strategy	3.3 3.7	<p>A Business and Enterprise Support Strategy for Haringey will ensure that the Council co-ordinates effective business support that will stimulate economic growth, making Haringey a vibrant and prosperous place for its businesses and communities.</p> <p>A principle commitment is to improve the council's face to face engagement with businesses and to cut red tape.</p>	<p>A Business and Enterprise Support Strategy will guide us in increasing business start ups, develop the sustainability of business, increase employment, promote entrepreneurship, encourage inward investment and create new opportunities for business growth.</p> <p>A single business account for Haringey could provide a coherent single point of access for business enquiries to the council.</p>	<p>2008 – A Business and Enterprise Strategy will be produced and an options analysis of the viability of a Single Business Account will be compiled.</p> <p>2009 – 4th Haringey Business Awards?</p>	VAT Registration
Inward investment & marketing	3.4 3.6	<p>The continued development of North London Business as a single access point for inward investment and business retention for North London.</p> <p>North London Business is the inward investment agency for north London. It aims to offer a more attractive service for</p>	<p>North London Business will work to attract inward investment through:</p> <p>Good quality business support.</p> <p>Marketing of North London investment opportunities – in particular Tottenham and Haringey heartlands both in</p>	<p>North London Business is supported by Haringey Council through partnership working and their delivery programme is developed within the NLB structures.</p> <p>Produce the monthly Connect magazine to promote business and business success in north</p>	<p>VAT Registration</p> <p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>inward investment and business retention through operating at a three borough level this enables it to be a higher profile body and to speak with more authority than a single borough service can.</p> <p>Capitalising on the boroughs locational advantages and the exciting new developments in the borough by marketing a dynamic changing Haringey in order to generate new investment such as Tottenham Hale and Haringey Heartlands.</p> <p>North London Business will work with the regeneration, planning and economic development teams to enhance the support to inward investors and existing growth businesses</p>	<p>London and internationally.</p> <p>Create Business networking opportunities to promote business co-operation and trading opportunities.</p> <p>Offer a commercial property database for north London for businesses seeking premises.</p> <p>Develop a business voice to inform the plans and programmes of bodies affecting them e.g. Business Link for London, pan London inward investment activity</p> <p>Secure funding for inward investment and business retention activities</p>	<p>London - monthly</p> <p>Launch the north London property alliance in June 2008 and achieve a subscription membership of 100 property professional by December 08</p> <p>Secure the contract for the LDA inward investment contract for the new sub region, this will potentially increase the influence and role of NLB as it will develop central London coverage – currently no later than October 08 but may be revised due by new mayoral priorities</p> <p>Production of North London Annual Review to promote successes in the sub region including Haringey. It will be distributed to 5000 key regional and national influencers- July 08</p> <p>Production of a north London Business directory of 8000 business. This will help business to business services and be available online - November 08</p>	

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Supporting Key Sectors	3.1 3.8	Business support will be based around key business sectors, including; retail, food and drink and the creative industries. Interventions would aim to create self sustaining peer support structures – driving innovation and productivity within sectors. Haringey City Growth is one model for delivering this.	<p>Haringey City Growth is delivered through five formal clusters; retail, food and drink, creative industries, sport leisure and tourism. Each cluster has a forum of member businesses and consultant who develops and manages projects to develop the businesses. For example, an event for local food producers to meet buyers.</p> <p>North London Business are the delivery agent for City Growth, with the Council represented on the project board.</p>	<p>2008 – 12 month action plan produced for each cluster.</p> <p>2009 – evaluation of the sustainability of each cluster. Funding for City Growth reviewed.</p>	VAT Registration
Haringey Film Office		<p>Filming in the borough puts Haringey on screen, promoting it as place to live and work and generating income from filming fees.</p> <p>The Haringey Film Fund enables local film makers to put their ideas into production. The Film Fund can enable a local film maker to progress to a career in the creative industry.</p>	<p>The Film Office actively markets Haringey as a borough for film locations, improving perceptions of the borough and generating income, both for the council and within the local economy.</p> <p>The Film Office will liaise directly with all the relevant council departments on your behalf. Authorise permissions for on-street filming. Facilitate parking requests. Attend site visits where necessary. Provide useful contacts for relevant agencies including local police. Assist with location scouting in the borough – including maintaining a database of</p>	<p>Start to manage filming in private locations.</p> <p>Expand database of film locations to give more options to potential film crews.</p>	The film office will generate approximately £80,000 per year to support council departments that facilitate filming in the borough such as highways, parks and recreation and for the upkeep of sites such as Finsbury Park and Hornsey Town Hall.

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			council locations, private locations and unit bases.		
Business Support Projects	3.3 3.6	<p>Create, within the tri-borough (ULV) area of, a business support package for growth SMEs.</p> <p>The council will be delivering a programme of WNF funded projects which will support business and increase VAT registrations in the borough.</p> <p>Ensure that the Council's business support activities are ready to comply with the Business Support Simplification Process.</p>	It is intended to initiate a programme of business support that adds value to existing Business London and Supply London Programmes. Focusing on supporting High Growth Businesses, where the public sector already provides support for start up businesses. This support would help businesses in key sectors address issues such as access to export markets, environmental sustainability and procurement.	<p>2008 – Secure funding from LDA Area Programme and ERDF programmes. Start projects by recruiting business mentors and selecting the SME client who will benefit from interventions.</p> <p>2009 –</p> <p>2010 – Conclude projects in March and conduct final monitoring and evaluation for funders.</p>	<p>VAT Registration</p> <p>Number of people from priority neighbourhoods helped into sustainable work</p>
Town Centres	2.1 2.2 3.5	<p>Haringey's town centres range from economic hubs such as Wood Green, a metropolitan centre, to local shopping centres such as Stroud Green.</p> <p>The town centres are important as focal points for communities in Haringey as well as for anchoring economic prosperity.</p>	<p>The corporate approach to town centre management will be reviewed through a new strategy. The viability of Business Improvement Districts will be analysed in Wood Green and other models for other town centres will be identified.</p> <p>We will look at our mainstream services offer is delivered in town centres and how additional or tailored services – such as street scene – can be provided.</p> <p>The Wood Green International Short Film Festival will again be held in 2009, confirming the cultural offer available in Wood</p>	<p>2008 – Town Centres Strategy produced and interim arrangements for town centre management will be put in place.</p> <p>2009 – Develop strong business partnerships in all town centres, especially in Wood Green.</p> <p>2010 – Continue business engagement, stakeholder consultation and identification of business champions.</p>	<p>VAT Registration</p> <p>Number of new jobs created by new developments</p> <p>Number of sqm of commercial floorspace created</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			Green – raising the profile of Wood Green and better engaging with businesses before and during the event.		
Procurement	3.8	<p>Trade Local data base to be used for procurements under 5k or to gain quotes up to 25K. This is a data base of small local suppliers who have registered an interest in working with the Council. It is not currently utilised across the council</p> <p>Work with Supply London and NLCC to work with local supplies and access procurement training for them to enable them to bid for higher value contracts with Local Authorities.</p>	<p>Ensure access to the Data base is available to all council officers</p> <p>Align the categories to Haringey product categories... Publicise this in the Procurer and update the Procurement manual to show this as the first choice for low value purchases. Advertise this opportunity to our local suppliers</p> <p>Supply London and the NLCC work with North London Business to help them compete for business</p>	<p>2008 Set up system for access to all council officers</p> <p>2008 Update data base to mirror product categories</p> <p>2008 update the Procurement manual.</p> <p>2008 Put an article in the Procurer</p> <p>2008 attend supply London event</p> <p>2009 advertise the opportunity to local business's</p> <p>2009 monitor purchases with local business and measuring annually</p> <p>June 2008 attend winning new business conference at Alexandra Palace to brief potential suppliers on Haringey requirements</p>	VAT Registration
Commercial Property Review	3.2	<p>The review of the commercial portfolio will enable us to improve the business premises offered by the council to better match businesses needs. The review will also look at improving the management arrangements of the portfolio.</p> <p>The review is being overseen by a commercial portfolio review steering group which has membership from property,</p>	<p>The review is currently being undertaken by consultants Drivers Jonas and the outcomes will be reported to members in September. A model is being developed to review performance and to focus on issues such as resource requirements, regeneration opportunities, whether to sell any assets and how to improve the portfolio.</p>		Number of sqm of commercial floorspace created

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		forward planning, regeneration, housing and finance.			
The London 2012 Olympics		<p>The Olympic Games will be a showcase for London and during the event and afterwards the legacy will realise the benefits of investment in physical and human resources.</p> <p>For Haringey, there will be an opportunity to take advantage of skills development amongst the 70,000 volunteers – turning those skills to employment. There will also be substantial redevelopment of the lower Lee Valley will have major positive impacts upon the Lee Valley Regional Park – that runs partly through Haringey.</p> <p>A wide range of initiatives are already underway or are in the later stages of development looking at volunteering, jobs and training, and in supporting business and enterprise within the borough.</p>	<p>The borough has already successfully delivered a pre volunteering programme for 105 Haringey residents to help them gain potential volunteering and job opportunities arising through the 2012 Games. The LDA assessed this as the best performing in London.</p> <p>The Personal Best Programme replaced the Pre-Volunteering programme and was rolled out across London from April 2008. 5e delivered the Haringey pilot and are bidding to deliver the new programme. It will support participants to achieve an accredited volunteering qualification and is funded by the LDA and LSC in partnership with Jobcentre Plus and the Mayor of London.</p> <p>Our construction training initiative is working with ODA to deliver construction training and accreditation for companies building the Olympic venues. This work will be expanded this year under the three borough activities funded by the LDA and called the North London Pledge.</p>	<p>A business event to promote opportunities for suppliers is to be held at Alexandra Palace as part of the 2008 Lee Valley Festival and, with support from North London Business, we have worked to relocate successful businesses displaced by the Olympic development.</p>	<p>VAT Registration</p> <p>Number of people from priority neighbourhoods helped into sustained work</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?



haringey strategic partnership

Meeting: Haringey Strategic Partnership

Date: 3 July 2008

Report Title: Local Area Agreement 2007/08: End of Year Report

Report of: Sharon Kemp – Assistant Chief Executive

Summary

The 2007/08 Local Area Agreement End of Year Statement of Grant Use, with verifying internal audit opinion, is to be submitted to GoL by 27 June. This report will be submitted with an accompanying Partnership's Review of the LAA for the 2007/08 period, detailing progress against delivery of outcomes agreed within the 2007/08 LAA Outcomes Framework.

Recommendations

That the HSP to note the contents of this report.

That the HSP endorse the delegated decision of the PMG for the Chair of the partnership to approve contents of the report prior to submission to Government Office for London.

Financial Comment

The Chief Financial Officer has been consulted on the contents of this report and notes that the end of year statement of 2007/08 LAA grant usage will be submitted according to the requirements of the grant determination and concurs that approval has been received to carry forward £286k of the 2007/08 grant.

The Partnership may like to note that there is a potential reward grant of up to £9m attached to the successful achievement of the stretch targets agreed under this LAA. Progress is monitored regularly however the payment will not be due until the end of 2009/10.

Legal comment

The Council and each partner organisation are under a legal duty to have regard to every relevant local improvement target under the Local Area Agreement when exercising their functions.

For more information contact:

Name	Louisa Aubeeluck
Title	LAA Manager
Tel:	020 8489 4533
Email address	Louisa.aubeeluck@haringey.gov.uk

3 **Background**

- 3.1 Haringey signed its Local Area Agreement for 2007/08 as a round three authority in March 2007. Although the 2007/08 LAA has now been superseded by the national new style LAA there is still an expectation that the requirements for the 2007/08 LAA are fulfilled as per conditions of the LAAs.
- 3.2 The report informs on the final position of the 2007/08 Local Area Agreement across the 'four blocks', including finance, performance of stretch targets and progress made against the outcomes agreed within the 2007/08 Outcomes Framework.

4. **Introduction**

- 4.1 The council as the accountable body, on behalf of the partnership, is required to submit its End of Year Statement of Grant Use for the Local Area Agreement Grant for the period 1st April 2007 - 31st March 2008. This statement is to be accompanied with an internal audit opinion verifying eligible expenditure, for the said period and is to be submitted to Government Office for London by 27th June 2008.
- 4.2 This statement outlines spend across the mandatory ring fenced pooled funding streams within the LAA Grant for the year. The NRF is not reported formally within the Statement of Grant Usage as it was a un-ring fenced grant. In addition to this, the Pump Priming Grant allocation for the full period of the LAA is also not required to be reported within this Statement of Grant Usage. Please see appendix a. Corporate Finance have verified expenditure across the LAA Grant, as per the accountable body's financial standing orders.
- 4.3 As agreed at PMG (9th April 2008) authority is delegated to the Chair of the Partnership to approve the final report prior to submission to GOL with this decision to be ratified at the HSP meeting on 3rd July 2008.

5 **Current position for 2007/08**

- 5.1 The Statement of Grant Usage is accompanied by the Partnership's review of the LAA for the said period, detailing progress against spend and delivery of outcomes agreed within the LAA Outcomes Framework, including stretch targets. The report also highlights the achievements of the NRF programme which ended on 31st March 2008. This is attached at appendix B.

- 5.2 The Partnership is requesting to carry forward £286,609 into 2008/09. This in the main is underspend within a number of DSCF pooled grants delivering elements of the Standards Fund, caused by changes to grant determination rules since pooling within LAA. GOL approval was granted on 18/3/08 for this carry forward into 2008/09 as it is within the overall 5% of the LAA Grant allocation.
- 5.3 Approval was granted from Government Office for London to have a number of targets outcomes removed from Haringey's LAA Outcomes Framework. In the main these outcomes / targets related to and were dependant on successful external funding bids such as the LEGI and the Invest to Save bid. The Partnership was not in a financial position to deliver against these targets without the relevant funding streams attached to them.
- 5.4 Good progress has been made against the majority of outcomes with yearly targets having been exceeded, however, in some instants the partnership has failed to meet the required target for the year (see the Outcomes Framework within appendix b). Although a number of the outcomes and indicators from the 2007/08 have been included within the selection of national indicators for the 2008/09 LAA, the vast majority have fallen out. On this basis exception reporting to the HSP and its thematic boards will be for those indicators /outcomes that are red and are included within the 2008/09 LAA either within the 35 improvement indicators, 16 mandatory or local targets. Refer to section 6 below.
- 5.5 The council's Internal Audit and Risk Management Team carried out an audit of a cross selection of projects randomly selected from various funding streams pooled within the LAA Grant, in order to verify eligible expenditure. 19 projects were identified for this purpose with the total value of £3,981,185.
- 5.6 The borough received the Partnership's allocation of Pump Priming Grant (PPG) in August 07, to the value of £974,000. As previously agreed the PPG was split equally to the value of £80,000 for each of the 12 stretch targets, with the thirteen stretch target being given an allocation of £80,000 from NRF. The PPG is split two thirds capital and one third revenue. Based on the information received from Stretch Target Leads, we have requested to have the Partnership's 2008/09 allocation of Pump Priming Grant (PPG) converted from capital into revenue, as this is more suited to our local requirements.

6. **Exception reporting on missed 2007/08 LAA targets**

6.1 **Under 18 conception rates (status red)**

Haringey's very challenging target of 55.1 per 1000 for the period 2007/08 has not been achieved.

Haringey's 2004-06 rate of change in under-18 conceptions - shows a decrease of 1.7 per thousand which is slightly better than the national figure

for the same period (decrease of 1.3 per thousand).ONS Annual data for 2006 shows the continued downward trend in the number of under-18 conceptions achieved since 2002 and at 236 is 24.6% lower than 2002 (313) and 4.45% lower than 2005 (247). The rate of under-18 conceptions for 2006 is the same as for 2005 (63.7) but is 16.7 per thousand lower than the 2002 rate (80.4). This decline in rate is better than the national rate of reduction for the same period (2.3 per thousand). However, despite these significant and better than national reductions since 2002, in comparison to 2006 national rates (44.4 per thousand) Haringey's rate of under-18 conceptions at 63.7 per thousand remains high and, because of the steep rise between the baseline year of 1998 and 2002, is 1.4 per thousand higher than the base line year (62.3 per thousand).

The following key actions are in place to achieve delivery of this target:

- The Teenage Pregnancy Data Project is working with GOL to agree a minimum data set and agree collection and analysis systems across LA and TPCT which will improve live proxy data and better inform targeting and measuring impact of support.
- A 4YP service remodelling is in development to increase the access by girls and young women, as part of an aim to increase the clinical services available on the 4YP bus and clinics. A pilot polyclinic model is due to start in April 08 which will include sexual and reproductive health for under-20s, women only, at the Lordship Lane Health Centre. The 4YP Nurse has seen 45 young people in non-traditional healthcare settings including a youth centre, teenage parents drop-in and children's centre. Since November 2007, a monthly slot has been established for the 4YP bus at the 6th form Centre. Further support is in place to provide Sex and Relationships Education (SRE) training for all 37 personal tutors. A similar programme will be provided at CONEL, with a fortnightly 4YP bus session at Tottenham Green Leisure Centre next door to the College.
- Teens and Toddlers – the sustainability programme is in place with 8 trainee facilitators recruited from Youth Service, Connexions, Teenage Pregnancy & Parenthood, 2 Children Centres and 1 Secondary school. 26 young people identified at risk from 4 secondary schools and the PSC are taking part in the second programme which started in February 08. Evaluation of the pilot programme shows a significant decrease in the number of TP referrals from the schools involved showing a success rate of 95%.
- As a result of the mapping exercise of SRE training, a task group has been established to develop an SRE Training Strategy and Programme for all frontline staff working with young people in Haringey to include accredited training at a range of levels. SRE training based on revised teaching pack delivered to School Nursing team and 4 secondary schools – which included TP and Child protection/confidentiality unit). One secondary school requested targeted programme and 15 staff enrolled for phase 5.
- The SRE and Prevention Sub Group have identified their key tasks which include development of a Pathways document for young people and professionals, and an 'at-risk' assessment tool for early identification and intervention.
- The Children In Care Sub group has been established to ensure strong use of data and evaluation and to identify specific preventative interventions for Looked After Children, Care Leavers and Unaccompanied Minors/Asylum Seekers.
- As part of the Speakeasy sustainability programme, Level 2 and 3 Speakeasy Courses were run in January 08 targeting professionals from Looked After Children, Care Leavers & Unaccompanied Minors Teams, Children's Centres, HALS, Youth Offending Service and the Teenage Pregnancy & Parenthood Team. Speakeasy training across vulnerable groups, especially looked-after/leaving care and faith communities, is being continued. The programme is set to deliver six NVQ level 2 courses for parents/carers and 1 programme for NVQ level 3 to enable past participants to become trainers themselves.
- The NEET Parents Task group now includes the 14 -19 Manager, the Teenage Pregnancy Coordinator and representatives from CONEL and KIS Training, a local training provider. Two full time NCFE accredited courses (Young Mums To Be and Parents with Prospects at KIS Training) have been established (January 2008) targeting 20 NEET parents and parents-to-be. A part time OCN accredited course (Jan 08) called Positive Parenting run by CONEL staff but based in Triangle Children, Young People and Community

Centre aimed at (10) hard to reach teenage parents and parents-to-be, followed by a second Positive Parenting programme at Rowland Hill Children's Centre (Mar08) The programme will rotate at a number of Children's Centres across the borough.

6.2 **Uptake of Chlamydia take up amongst 15-24 year olds**

Haringey's challenging target of 4768 15-24 year olds screen during 2007/08 has not been achieved.

The Chlamydia screening programme is a joint screening programme led by Enfield PCT. The screening programme is opportunistic, depending on young people accepting the offer of screening. Screening is offered in a range of providers (including family planning clinics, termination of pregnancy services, CoNEL, some GP practices), a community outreach programme, and screening test kits that can be returned by post are also available through the screening programme website. The programme has expanded the number of routes in Haringey through which young people can access screening over the past year, including postal kits and a number of GP practices.

Two projects have been commissioned between PCT and Haringey Council through the Communities for Health programme:

- A local media campaign to raise awareness of the programme and ways to access the screening test
- A community outreach programme targeting BME communities and young men, building on our HIV prevention programme.

The emergency hormonal contraception and the 4YP service for under 18s are under review to ensure that Chlamydia screening is offered through the programme, and a local incentive scheme for GPs/ pharmacists is being considered.

Work with family planning consultants to improve access continues, as is ongoing work with antenatal services to increase uptake of screening. All Supporting Teenage Parents staff trained in Postal Chlamydia Screening Programme & plans in place to make screening available through Youth Centres. TPCT LAA funded Contraceptive Nurse for teenagers operating through well established 4YP bus and a new drop-in & at the 5 CCs, a Youth centre and the teenage parents centre.

New actions to be undertaken include:

- Liaising with six Haringey Schools to explore testing within schools to other young people who are over 16 years old. Two schools have responded and testing should start in early April 2008. A follow up letter has been sent to the others.
- One site within Haringey Youth Service is now providing testing to young people
- Liaising with 4YP Contraceptive Nurse to provide testing within her 'Clinic in Box' weekly sessions
- Liaising with Children and Young Peoples' Service to train 'detached and an outreach service' staff via the 'Get on Bus' initiative
- Liaising with YMCA Hornsey to train staff to test residents and service users of the YMCA
- Liaising with Haringey Drugs Education Programme to train staff to test clients as part of their initial assessment
- The second Community for Health bids from Haringey, via EECUK - the number of people continues to increase as a number of volunteers have been

recruited and has established working relationships with other BME community organisations.

- The trust is exploring new ways to get throughput for family planning by piloting incentives.

6.3 **Reduce mortality rates from circulatory diseases in under 75s**

The target of 89 per 100,000 for under 75 CVD Mortality has not been met with current figures at 98 per 100,000.

The PCT continues to work with GP practices to ensure that 'CVD at risk' registers are in place within each practice and that these are being used to call patients for review. This includes the performance management of practices who do not have registers and the provision of comparative information on target achievement to all practices. A data set for developing CVD 'at risk' practice registers is being piloted in practices in Haringey and this work is informing the local enhanced service to support PCT wide implementation.

Performance management of practices on QOF targets including:

- Percentage of CHD patients meeting blood pressure targets
- Percentage of CHD patients meeting cholesterol targets
- Percentage of hypertension patients meeting blood pressure targets.

Local hypertension guidelines have been agreed and targeted work is being undertaken to launch these along with the sector wide CVD prevention guidelines.

- The main actions that are being taken to recover in the longer term are related to primary prevention initiatives that also address the inequalities in Haringey.
- Expansion of the physical activity referral scheme for people at high risk.
- Healthier eating is actively promoted in geographical areas of high deprivation via a range of health promotion, education and training programmes.
- Food Standards Agency project to assist people from BME groups living in the East of the Borough make long-term behavioural changes in salt consumption in the home.
- Implementation of obesity strategy, an obesity care pathway for clinicians is now drafted.
- The Phase 4 exercise programme has been implemented across the borough for people with established coronary disease
- Development of Expert Patient Programme for Greek/Turkish speakers and cardiac rehabilitation programme.

6.4 **Residents on IB helped into work of 16 hours or more for 13 weeks**

During 2007/08, 9 (provisional figures) long-term IB claimants have been supported into sustained work through the Haringey Guarantee. While this performance is disappointing against the 2007/08 target of 45 it should be noted that overcoming the long-term and complex barriers to work that IB claimants face is challenging. Indeed, other London borough are facing similar challenges with their respective LAA stretch targets and Islington, who are approaching the end of year 2 of their LAA, are yet to record any sustained IB job outputs.

Below is an outline of the planned activity to turn around performance in respect of this stretch target:

- Service Level Agreements for Haringey Guarantee contracts agreed with partners/providers to focus on the stretch targets including workless residents of the 12 “worst wards” and long-term JSA claimants and lone parents.
- Partnership agreed with the Haringey PCT to deliver the service within GP surgeries and co-ordinate Condition Management Programmes with the worklessness agenda.
- LDA Area programme funding awarded for the ULV Area with Haringey Council as the accountable body. The programme will be aligned with the Haringey Guarantee delivery and priorities.
- Families into Work programme to focus on workless families in the Northumberland Park ward.



2007/08 End of Year Review of the Local Area Agreement

Contents Page

Introduction	3
Local Area Agreement Statement of Grant Use	3
Amount of grant received and allocation of resources	3
LAA grant expenditure for the period 1st April – 31st March 08	3
LAA outcomes	5
Progress	5
Neighbourhood Renewal Fund and Safer and Stronger Communities Fund	5
Neighbourhood Renewal Fund	5
Safer and Stronger Communities Fund	6
Neighbourhood Renewal Floor Targets	6
Progress	6
Partnership Developments during 2007/08	32
Sustainable Community Strategy and the New LAA	32
Partnership management	32
Community engagement, participation and cohesion	33
Community Cohesion Forum	33
The Haringey Compact	34
A new Local Area Agreement	34
Thematic Boards update	34
LAA Outcomes Framework Review Table	39
LAA Grant Assurance Process	98
End of Year Statement of Grant Use Template	

Introduction

- 1.0 This report sets out the Statement of Grant use for the 2007/08 Local Area Agreement (LAA) for the period 1st April 07 – 31st March 08 in accordance with the grant conditions detailed within the LAA Grant Determination. For the purpose of this report, the Partnership is reporting on pooled funding streams only.
- 1.1 The report also provides:
- An overview of progress made by the Partnership against delivering the outcomes and indicators as set within the LAA outcomes framework, highlighting the actions taken by the Partnership to monitor targets where concerns have been identified and there is a potential risk of the target not being achieved;
 - A review of the Partnership's Neighbourhood Renewal Fund (NRF) and Safer and Stronger Communities Fund (SSCF) programmes.
 - An outline of the Partnership's achievements through its thematic boards.

Local Area Agreement Statement of Grant Use

2.0 Amount of grant received and allocation of resources

- 2.1 Haringey's LAA Grant allocation for 2007/08 is £15,545,909, comprising mandatory pooled funding streams in accordance with Government guidance.
- 2.2 The Partnership allocated these resources through its thematic partnerships. In order to maximise opportunities, the pooled resources that make up the LAA Grant have been closely aligned with mainstream budgets of key partners and other external funding streams to achieve and deliver real change and improvements for residents across the four LAA blocks.
- 2.3 In March 2007, the HSP agreed a programme of projects to deliver against the outcomes and targets agreed in Haringey's LAA. These projects were developed through the thematic partnerships and recommended as the key actions needed, as identified within the LAA outcomes action plans, to achieve delivery of Haringey's LAA on the ground.
- 2.4 To ensure that thematic partnerships and project managers spend in accordance with the Government's LAA finance guidance and follow Council best practice, audit guidelines were produced following advice from the Council's Audit and Risk Management Team. The guidelines were distributed to all projects and services funded through the LAA Grant.

3.0 LAA Grant expenditure for the period 1st April 07 – 31st March 08

- 3.1 The table below shows the actual spend achieved for each of the individual funding streams within the LAA grant for the period 1st April 07 – 31st March 08.

LAA Grant Financial Report (*mandatory pooled funding streams*)

Title of Funding Stream	Allocation 07/08	Total Spend	Variance	Comments
Children's Service Grant	1,910,362	1,909,701	-661	Underspend spend not being carried forward
KS3 Behaviour and Attendance	68,300	68,300	0	
KS3 Central Co-ordination	158,048	157,999	-49	Underspend spend not being carried forward

Title of Funding Stream	Allocation 07/08	Total Spend	Variance	Comments
Primary Strategy Central Co-ordination	186,130	186,099	-31	Underspend spend not being carried forward
Positive Activities for Young People	457,581	457,583	2	
School Travel Advisors	25,000	25,000	0	
School Development Grant	1,985,414	1,731,839	-253,575	253,572 Under spend to be rolled forward into 2008/09
School Improvement Partners	80,397	80,399	2	
Neighbourhood Support Fund	46,712	28,225	-18,487	Under spend to be rolled forward into 2008/09
Preventing Violent Extremism Funding	80,000	80,000	0	
Neighbourhood Renewal Fund	7,862,806	7,866,589	3,783	Over spend to be picked up by Council on behalf of HSP
SSCF - Neighbourhood Element	581,000	581,000	0	
SSCF - Cleaner, Safer Greener (capital)	980,000	965,450	-14,550	Under spend to be rolled forward into 2008/09
SSCF - Cleaner, Safer Greener (revenue)	150,000	150,000	0	
SSCF - Community Empowerment Network (Carry forward from 06/07)	£44,500	£44,500	0	
SSCF - Building Safer Communities (Revenue) ASB, DS	361,846	361,842	-4	
SSCF - Building Safer Communities (Capital)	120,863	120,863	0	
Waste Performance and Efficiency Grant	491,450	491,450	0	
Total	15,590,409	15,306,839	283,570	

3.2 The Partnership has achieved 98% expenditure against the total LAA grant. The following carry forwards have been approved by the Government Office for London (GoL):

- Carry forward of £272,059 of the DCSF Children's Service grants within the LAA Grant, due to changes in their grant conditions as a result of being pooled. Previously, these grants operated within the school educational year rather than the financial year. The value of this carry forward represents 6% of total DCSF pooled streams within the LAA Grant.
- Carry forward of £14,550 from the SSCF capital element of the Cleaner Safer Greener due to a change in project delivery. The value of this carry forward represents less than 1% of pooled SSCF streams within the LAA Grant.

3.3 As in previous years, the Partnership has achieved a full spend of the NRF. To mitigate against slippage, over programming of approximately £97,000 was agreed by the Partnership. This has enabled the Council to effectively control spending and manage slippage and as a result, the NRF has been completed with a slight overspend of £3,783, which the Council will cover on behalf of the Partnership.

3.4 The Partnership sought and was granted approval to transfers resources from its NRF allocation from one block to another to deliver outcomes within the Economic Development block. In addition to this the Partnership agreed in May 07 to fund the equivalent of a Pump Priming Grant allocation to Haringey's thirteenth stretch target through NRF to the value of £80,000.

3.5 With the exception of the carry forward detailed in 2.2.2, the funding streams within the SSCF have achieved a full spend. Following the Treasury's announcement in the

summer of 2007 to cut the SSCF revenue grant, the Partnership agreed in August 2007 to use NRF contingency to meet these shortfalls. This enabled work to continue to avoid a negative impact on Haringey's LAA.

- 3.6 With the exception of the carry forward detailed in 2.2.2, the majority of funding streams pooled within the DCFS have achieved a full spend.

LAA Outcomes Framework

4.0 Progress

- 4.1 As reported in the mid-year review, a number of targets were removed from the LAA since the formal sign off in March 07. Generally, the targets related to and were dependant on external funding bids such as the LEGL and Invest to Save, which were unsuccessful. The removal of the targets was approved by GoL.
- 4.2 Good progress has been made this year by the Partnership against the outcomes and targets agreed within Haringey's LAA. The Outcomes Framework Review Table (from page 39) reports on the progress against each of the LAA outcomes, detailing the main activities undertaken to support delivery. Targets which are under performing are closely monitored by the HSP and its Performance Management Group (refer to 3.4).
- 4.3 Thirteen stretch targets were negotiated and agreed for Haringey's 2007/08 LAA. They sit alongside the mandatory indicators within the Outcomes Framework. As the 2007/08 stretch targets are effective for a 3-year period, they have been aligned with indicators in the new LAA for 2008/09 and will continue to be monitored through the Partnership's new performance management framework. As the 2008/09 LAA is a new 3-year agreement, performance figures for 2010/11 are being agreed. Good progress has been made in the first year of the stretch period with improvements in performance and positive progress achieved in 9 of the 13 stretch targets.
- 4.4 Performance monitoring of the LAA has been undertaken on a quarterly basis through the Partnership, its Performance Management Group and the Thematic Boards. Monitoring reports have included:
- Quarterly stretch target reports to the HSP.
 - Six monthly reviews of the LAA to the HSP, including exception reports for all outcomes with red status against progress, and mid year and end of year statement of grant use and outturn reports.
 - Quarterly updates to Thematic Boards covering spend and progress on project activity commissioned through the HSP to deliver LAA outcomes.
 - Quarterly updates to Thematic Boards detailing progress achieved against the outcomes within their responsibility, including stretch targets.
 - Quarterly stretch target reports to the Scrutiny Committee.

Neighbourhood Renewal Fund and Safer & Stronger Communities Fund

4.0 Neighbourhood Renewal Fund

- 4.1 The NRF was worth £7,862,806 during 2007/08 and was allocated by the Haringey Strategic Partnership (HSP) to each of its thematic partnerships (see table 1). In addition the HSP agreed a top slice allocation to address partnership priorities that fall outside of the thematic partnerships.

Table 1 - NRF Breakdown by Thematic Partnership

Thematic Partnership	Allocation
Safer Communities Executive Board	1,339,500
Better Places Partnership	2,240,000
Enterprise Board	1,096,382
Children & Young People's Strategic Partnership	1,133,009
Wellbeing Strategic Partnership	1,311,633
Integrated Housing Board	0**
Top Slice	840,000
Total	7,960,524*

*Includes over-programming of £97,718; ** Integrated Housing Board was re-established in July 08 - housing projects funded via Better Places Partnership Board and Wellbeing Strategic Partnership Board

5.0 Safer and Stronger Communities Fund

5.1 The SSCF was worth £2,238,209 during 2007/08 and was made up of revenue and capital budgets (see table 2). The SSCF budgets were aligned with an appropriate thematic partnership for accountability depending on the individual grant condition of the funding stream.

Table 2 – SSCF Breakdown by Funding Stream

SSCF Stream	Allocation	Thematic Partnership
Neighbourhood Element	581,000	Top Slice
Cleaner Safer Greener (Cap)	980,000	Better Places & Integrated Housing
Cleaner Safer Greener (Rev)	150,000	Better Places
Building Safer Communities (Cap)	120,863	Safer Communities Exec
Building Safer Communities (Rev)	361,846	Safer Communities Exec
Community Empowerment Network (carry forward from 06/07)	44,500	Top Slice
Total	2,238,209	

For more detail of financial outturns for the NRF and SSCF please see the LAA End of Year Report and the LAA Grant Use Template (appendix a).

Neighbourhood Renewal Floor Targets

6.0 Progress

6.1 Good progress has been made across the neighbourhood renewal outcomes during 2007/08, with most targets showing a positive trajectory. Significant improvements in performance have been achieved in the following areas:

- Pupils attaining 5 or more GCSEs at Grades A*-C
- Absence in both primary and secondary schools
- Young People Not in Education, Employment and Training (NEETs)
- Looked after children obtaining 1 GCSE at grade A-G
- Increasing the number of adoptions
- Road casualties (trend & 3 year average)
- Street cleanliness
- Satisfaction with recycling facilities and civic amenity sites
- Being efficient and well run
- And offering value for money
- Waiting times for assessment and packages of care

- Adults and older people receiving statement of needs, direct payments and equipment delivered in 7 days
- Keeping Haringey residents informed
- Involving residents in decision making

6.2 The programmes of projects commissioned by the Haringey Strategic Partnership to deliver against the neighbourhood renewal outcomes during 2007/08 have resulted in real benefits for local residents, as reflected in customer satisfaction surveys and the Comprehensive Performance Assessment (CPA). The Partnership strove to, and succeeded in maximising value by aligning Neighbourhood Renewal Funds and Safer and Stronger Community Funds to deliver its priority areas of improvement.

6.3 The table below details key neighbourhood renewal performance data for each theme area and Thematic Board. It also and provides a selection of NRF and SSCF projects commissioned through the thematic boards to deliver against the neighbourhood renewal floor targets.

Crime: Safer Communities Executive Board (SCEB)

National Floor Target:

Reduce crime by 15%, and further in high crime areas, by 2007-08.

Key performance highlights include:

- The number of British Crime Survey (BCS) comparator crimes reported in 2007/08 was 18,374 whilst a decrease (1.2% fewer crimes) on 2006/07, Haringey did not achieve the challenging 7.5% reduction.
- Significant falls were seen in personal robbery (24.8%), theft of motor vehicle (10.3%), wounding (8.8%) (exceeding 2007/08 targets) and theft from the person offences (8.7%).
- Increases of note were criminal damage (12.5%), theft from a motor vehicle (9%) and burglary (6.2%).
- From April 2007 to March 2008, Haringey had a higher than average number of BCS comparator crimes per 1,000 population when compared with its 'Most Similar' Crime and Disorder Reduction Partnerships (CDRP) (fifth highest), and was higher than the group average (81.42 versus the Haringey Family average of 70.36).
- The 2007 Residents Survey found that 46% of adults cited crime as an area of personal concern, an 8% reduction from the 54% in 2006 and the lowest recorded for personal concern around crime for the past 6 years.

Below are examples of the project activity funded through the NRF and SSCF.

Partnership Delivery Plans – Haringey Council (NRF)

The project has enabled the delivery of partnership projects by priority crime type or area (violent crime, acquisitive crime, youth offending, anti-social behaviour, hate crime and prolific and priority offenders (PPO)), which flow from the strategic work under SCEB.

This is the first year that specific funding has been assigned to each SCEB priority crime theme board with all agreeing and producing an annual delivery plan. All theme board chairs and policy officers met to identify projects of mutual concern and interest, which led to the identification of cross-cutting projects like restorative justice, mentoring, communications, training and support to NEETS. The approach has attracted interest and raised the profile for these areas.

The project has achieved proactive engagement from all partners, greater joint working in cross cutting areas and better focus on needs-led projects and services. To ensure quality an evaluation framework was developed, which is working well and all projects are reporting to their crime type theme board quarterly.

Significant contributions were made to achieving related outcomes for young people through work covering skills for the work place and for the environment through physical improvements made. In addition, progress was made in delivering restorative approaches in schools, which is a key national and local priority. Through these early successes, there will be closer planning and joint delivery during 2008/09 and it has highlighted the need for a problem-solving approach that involves key mainstream services.

The project has enabled evidence and needs-led publicity campaigns to be mounted at short notice (e.g. theft from motor vehicle campaign), which has been an effective way to address emerging problems. As a result, a problem-solving approach will be adopted for 2008/09 through the Area Based Grant (ABG).

Addressing and Reducing Domestic Violence – Haringey Council (NRF)

Haringey Council carried out a best value review of Domestic Violence Services in 2001. As a result of the review, a 5-year domestic violence services improvement plan was produced and adopted by the police, primary care trust and voluntary and community organisations.

A significant part of the project was the production of the Domestic Violence Strategy 2004-07. The strategy was developed in partnership with the partner organisations above and launched in September 2004.

The project is led by the council under direction from the Domestic Violence Partnership Board and supported by the Domestic Violence Forum and operational networks.

Project highlights for 2007/08 include:

- On White Ribbon Day (27th November 2007), Haringey won a distinction award from the Mayor of London in recognition of the outstanding and innovative work to stop domestic violence. Haringey's annual domestic violence conference was also held on White Ribbon Day and had the theme of holding perpetrators accountable.
- LAA stretch target pump priming funding has been used to support additional counselling for domestic violence survivors.
- LAA stretch target pump priming funding was also used by police to target additional resources to arrest a larger number of domestic violence perpetrators. Funding is also used for trained people to take statements regarding domestic violence cases.
- Supporting the redevelopment of Hearthstone Domestic Violence Advice Support Centre to create a better office space and more appropriate service for domestic violence survivors. The redevelopment will also allow greater joint working and create a more holistic service.
- Update of the Domestic Violence Strategy and action plan for the period 2008-2012. The new strategy will include domestic violence, gender violence and will include actions to address trafficking, rape, forced marriage and female genital mutilation.
- The 7th edition of "I Shall Survive", Haringey's guide to domestic violence services has been produced and translated into 14 languages and is available on Haringey's website.
- Since the launch of "What's love got to do with it?" Haringey's short film about domestic violence, it has been logged on to 1687 times making it the most popular Council web cast.
- 2390 people viewed "I Shall Survive" on line and other domestic violence web pages received 1,084 hits from July to September 2007.
- Launch of the Domestic Violence Perpetrators Programme using LAA stretch target pump priming funding.
- 12,000 "Ready to Explode" leaflets and posters have been distributed to secondary schools in the borough to raise awareness of domestic violence among young people.
- Supported the Safer Schools police teams in their delivery of the "Waiting in Silence"

programme. Currently ongoing in 5 schools.

- "What About Me?" pilot programme was completed and received good feedback from children, mothers and professionals. An external evaluation is underway by Warwick University and future funding for the programme is being explored.

Sourcing funding to expand services and achieve the 3-year stretch targets from 07/08 LAA will be a continued challenge. Community development will remain a focus through the year ahead and actions to contact harder to reach groups were launched in 07/08.

Anti-Burglary Support Project – Metropolitan Care and Repair (NRF)

The aims to provide support and practical assistance to vulnerable people (55+ or disability) who have been the victim of burglary or distraction burglary. Where possible the project worker aims to visit clients within 24hrs of a referral being made. The project worker advises clients on minimising the risk of a bogus caller gaining access (through role play) and may assist in completing insurance claims, benefit forms and signposting to appropriate support agencies.

An emergency handy person service is also provided, which can attend to minor damage to property within 24 hours of an incident. All security work is free of charge to the client.

During 2007/08, 200 referrals were received, from the police, Council teams, Victim Support Haringey and self-referral. Since the project began in 2004, 1,440 clients have been referred, 3,311 security improvements have been made and there have been only 5 reported repeat incidents of burglary. Through the customer satisfaction survey clients indicate that they feel safer in their homes following intervention by the project.

The project worker has assisted 9 clients to maximise income by assisting in successful completion of Attendance Allowance applications. Additionally, the project worker has helped submit 2 applications for Pension Credit and one client has received Housing Benefit and Council Tax Benefit back-dated for one year.

DAAT Partnership Support Grant – Haringey Council (SSCF)

The DAAT has been working with the community to raise awareness of the challenges faced covering drugs and substance misuse. In May 2007 the team co-ordinated activity across Haringey for national Tackling Drugs Week. Residents were invited to discover the work being done with the police and local drug agencies to tackle local drug issues. In June 2007, the team participated in Carers Week to help generate awareness of the issues faced by people caring for individuals that misuse drugs and/or alcohol. To bring all partner agencies together the team co-ordinated the Treatment Awareness Week at the end of June 2007 for which there was national recognition of the success of the event in the trade press.

A Key Individual Network (KIN) questionnaire was developed to measure the perception of drug dealing in the local community. The responses to this questionnaire will help to target events and publicity for the community so they are better informed and have greater confidence in the work of the agencies regarding drugs and alcohol.

The availabilities agenda has seen continued development through joint work with the police and treatment agencies to support people found in crack houses into treatment or to re-enter treatment. This has been greatly helped by the Information Exchange Protocol, which has led to greater co-operation between drug agencies to successfully engage clients found in the crack houses.

Following a short market mapping exercise, a system has been developed to look at the outcomes of the police test purchase operations and to better understand the trends around drug dealing locally.

Ongoing community engagement on Khat use has been maintained and several well attended events to educate staff from the Council and Haringey TPCT about Khat and the effects of its use on the Somali community have been delivered.

The service has been influential in creating an effective and sustained partnership between the police and the local drug agencies. The service has also allowed for greater understanding of work delivered by and between all partner agencies which has raised the profile and work of the DAAT. The DAAT has helped to empower and support service users and carers to participate in the treatment system and raise awareness in the wider community around the issue of drugs and substance misuse.

Anti-Social Behaviour Action Team (ASBAT) – Haringey Council (SSCF)

The ASBAT has been operating in Haringey since 2003. During this time it has been recognised nationally as operating best practice and has an excellent working relationship with the RESPECT Task Force. The team has delivered on all the objectives the Government has set in relation to tackling ASB which has seen a balanced approach between intervention and prevention coupled with necessary enforcement action. Enforcement achievements to date, are as follows;

- 21 Anti-Social Behaviour Orders (ASBO)
- 120 Acceptable Behaviour Contracts (ABC)
- 123 Injunctions
- 25 Notice seeking possession (ASB)
- 27 Eviction Orders (ASB)
- 5 Dispersal orders
- 139 Crackhouse closures (among the highest nationally)

The work of the ASBAT is integral to improving services and the potential regeneration in deprived areas. The ASBAT's work touches on all internal and external services who are involved in community cohesion, environmental improvements, regeneration, support / intervention and education. It is this holistic approach undertaken by the ASBAT which brings added value to improving local services. In addition, following a value for money review by Homes for Haringey, the ASBAT were seen to bring further value for money to the services it provides over and above the service level agreement in place, which also led to additional funding being made available to the ASBAT from the ALMO board.

The ASBAT were chosen by the Home Office to deliver parenting classes to the most prolific families engaging in ASB and this has gone well. The ASBAT has also been identified by the Youth Task Force to deliver on their action plan by co-ordinating support to young people who are subject to ASBOs and ABCs.

Safer Communities Executive Board NRF Programme 2007/08

Project Title	Lead Partner	Amount of Funding
Community Safety & CCTV Management	Haringey Council	55,000
Partnership Board Annual Delivery Plans	Haringey Council	250,000
ASBAT Intervention Support	Haringey Council	12,500
Haringey Police Provision	Metropolitan Police Haringey	330,000
Safer Communities Provision	Haringey Council	472,000
Anti-Burglary Support Project	Metropolitan Care and Repair	40,000
Addressing & Reducing	Haringey Council	80,000

Domestic Violence		
Victim Support	Victim Support – Haringey	60,000
YOS Asylum Worker	Haringey Council	40,000
	Total	1,339,500

Safer Communities Executive Board SSCF Programme 2007/08

Project Title	Lead Partner	Amount of Funding
Capital Improvements to Key Areas	Haringey Council	121,200
ASBAT Support	Haringey Council	327,000
ASB Grant	Haringey Council	25,000
DAAT Partnership Support Grant	Haringey Council	67,028
	Total	540,228

Liveability: Better Places Partnership

National Floor Target:

Lead the delivery of cleaner, safer and greener public spaces and improvement of the quality of the built environment in deprived areas and across the country, with measurable improvement by 2008.

The Better Places Partnership leads for the Haringey Strategic Partnership on the cleaner safer greener agenda. Key performance highlights include:

- The independently conducted ENCAMS street cleanliness survey results have shown that there has been a significant improvement in cleanliness in 2007/08 with 27.5% (21% litter & 34% detritus) of streets recorded as having unacceptable levels of litter and detritus, a reduction of almost half compared to the 2006/07 result of 40%.
- This level of performance exceeded the target of 29% for 2007/08 and achieved middle threshold for CPA. The score from the independent survey carried out under the Capital Standards Programme places Haringey in the third quartile of the 28 London boroughs that are in the Programme.
- Performance on graffiti was steady at 6%. This performance was within the CPA middle threshold and placed Haringey in the top quartile of London boroughs participating in the Capital Standards programme.
- Performance on flyposting removal improved considerably to 3%, although this level of performance remained in the CPA lower threshold. This performance placed Haringey in the bottom quartile of London boroughs participating in the Capital Standards programme.

The environmental service satisfaction results offered further encouragement with the two main indicators showing improving trends. Results from the latest survey found that:

- 71% of residents were satisfied with the refuse collection service, an increase of 7% from the previous year. This performance is now above London average.
- 56% of residents were satisfied with street cleaning a significant improvement on 2006 (+9%) reported in the annual resident's survey and on those reported in 2006 BVPI survey (49% satisfied with cleanliness- BV89).
- From March 2008 all of the 98 schools in Haringey have school travel plans. Haringey has exceeded local and national targets and are 1 of 3 boroughs to obtain 100%.
- 25.5% of household waste was recycled or composted in 2007/08, a good improvement from the 23.4% achieved in 2006/07 and exceeding the 25% target. Satisfaction with recycling facilities as measured through the annual Resident's Survey has shown continual improvement with 65% of residents expressing satisfaction, up 6% on 2006 and exceeding the target set for 2007/08.
- 362kg of household waste tonnage per head of population was collected in 2007/08,

exceeding the target of 370kg. This remains within the top quartile range for London on the waste minimisation indicator.

- A third fewer people (78) were killed or seriously injured on the roads in Haringey in 2007, down from 117 in 2006.
- Our residents survey showed improved satisfaction with our parks and open spaces up 8% to 65%, 5% above target. This is endorsed by the KMC Parks User Survey up 11% since 2003/04 to 70%.

Below are examples of the project activity funded through the NRF and SSCF.

Abandoned Vehicles and Free Take Back Service – Haringey Council (NRF)

Haringey Council provides a free take back service for local residents to surrender vehicles that are no longer wanted. The service is a popular way for residents to legally dispose of their vehicles and helps reduced abandoned vehicles in the borough.

Over the past two years the Council has collected and disposed of/recycled 538 unwanted vehicles surrendered by residents under this scheme.

Alongside the take back service the Council has maintained the abandoned vehicles service. The team respond to reports of abandoned vehicles from the public, but also proactively seek out abandoned vehicles that have not been reported. The projects key aims are:

- To inspect over 90% of all abandoned vehicles within 24 hours of notification. (KPI 218a).
- To remove over 90% of all abandoned vehicles within 24 hours of the notice expiry. (KPI 218b).
- To remove 90% of all abandoned vehicles within 3 working days

In 2007/08, 100% of vehicles were inspected and removed within 24 hours ensuring that all vehicles were dealt with within the 3 day target. Focussing on the NRF hot spot areas and joint operations with the police, has resulted in dramatic reductions in reported abandoned vehicles in the east of the borough.

Overall, the services have had a big impact on the cleanliness of the borough. In 2004/05, there were 4,042 vehicles reported as abandoned and of those 2194 were removed. In 2007/08, 2304 vehicles were reported as abandoned and of those only 549 met the criteria of abandonment and were removed. The abandoned vehicle service is widely publicised which has increased public understanding. In 2003/04, 60% of residents found abandoned vehicles to be a problem within their areas. In 2006/07 only 20% of residents thought that they were a problem.

Street Enforcement – Haringey Council (NRF)

The Street Enforcement Team (SET) was established in October 2005 following a comprehensive review of the enforcement structure and service delivery of environmental protection within the Environmental Services Directorate (now Urban Environment). The SET provides a uniformed and visible presence across the borough and officers are authorised to investigate incidents of environmental crime and take action against those found infringing environmental law including: fly tipping, fly posting, graffiti, littering, dog fouling, nuisance vehicles, street trading, highway obstruction, illegal leafleting and eyesores such as private land dumped with waste and rubbish bags dumped on the highway.

Highlights of SET activity include the following:

- Each neighbourhood area has been patrolled as agreed with a focus on locations causing concern.
- An average of 94 statutory notices has been served each month through 2007/08. Also, 91 warning notices have been served against traders as an alternative to statutory notice due to the lower levels of non-compliance.
- By the end of February 2008, the SET had taken 17 prosecutions and administered 5

simple cautions.

- The top 20 roads problem roads regarding domestic waste sacks were visited by the SET. Warning letters were distributed which gave information about collection days and what action may be taken if these collection days were ignored. Where necessary, further enforcement actions were taken.
- The SET have received 1,992 requests for service from the public to date to address issues including: domestic rubbish dumping (410), fly tipping (167), rubbish dumped on private land (468), rubbish dumped on public land (197). Other issues of concern to the public include: dog fouling, street trading, foot path and highway obstructions and skips and building materials.

Fly tipping has been a major concern within the borough for a number of years. As a result, 28 sites across the borough were identified as hot spots. The sites are monitored and weekly action is taken to reduce instances, whilst a long term solution is found. Since December 2007, 56 notices have been issued against offenders and 8 prosecutions are currently underway. Wherever possible, the SET encourage owners of the sites to bring them back into legitimate use. Actions to date have reduced the original hotspot list to 10.

SET Officers have carried out 11 “Stop It” operations across the borough targeting waste carriers transporting waste in vehicles. By the end of February, 358 vehicles had been stopped, checked and advised of their responsibilities when transporting controlled waste. Initially, when operation “Stop It” was introduced, officers found that non-compliance was an issue, however recent results show that carriers are complying more with the legislation.

Effective partnerships have been established between key agencies including the police, Haringey Accord and other Council departments. These partnerships have been essential in reducing environmental crime in Haringey.

Cleansing and Waste Management

There were a number of projects carried out to improve cleanliness and waste management in Haringey.

- Community Clear Ups. Almost 80,000 households received the community clear up service allowing them to dispose of up to 15 large household items without charge.
- Graffiti and fly poster removal. Around 25,000 square metres of graffiti and fly posting were removed under this project, contributing to the achievement of London top quartile performance for graffiti removal.
- Litter management. A total of 225 litter bins, 25 dog waste bins and 26 cigarette butt bins were installed under this project.
- Fly tip management. Approximately 55 sites, mainly unregistered and unadopted land, were cleared of fly tipping under this project. As part of this project the Council worked with the Police and Probation Service on the Community Payback Scheme. Where possible, fly tip prevention measures were put in place to prevent future fly tipping at the same sites.
- Street washing. Approximately 110,000 square metres of paving were washed under this project. The work was targeted at locations that suffer from urinating and pigeon mess, and in high profile locations such as main shopping areas and transport hubs to deal with staining and spillages.
- Mobile Clean Up Team. This team carried out work at locations throughout the borough where standard street sweeping could not be completed properly, for example where litter became trapped within shrub beds and overhanging vegetation, and working at weekends on roads where high density commuter parking prevented adequate access to litter and detritus build ups in channels.
- Saturday night collection service. Two vehicles collected waste on Saturday nights from all zones 1 roads throughout the year. This service recognises the demands of the

growing 24 hour 7 day a week economy.

Recycling Projects: Organic Waste, Estates Recycling and Information & Education – Haringey Council (NRF)

The project outcome is to make recycling available to all residents in the borough, particularly hard to reach areas such as flats and estates. More specifically, the project aimed to expand the commingled collection to an additional 8,000 households in 2007/8, to include more deprived neighbourhoods and encourage greater participation from residents.

During the year, the project achieved the following results:

- The BVPI 82 (recycling) target for 2007/08 of 25% has been met with indicative figures of 25.61% of domestic waste recycled. The work will be developed further in 2008/09 as a number of new recycling services for residents will be launched.
- The BVPI target of 370kg waste per head was met in 2007/08, with an end-of-year figure for Haringey of 362kg waste per head.
- All households in the borough are served by a kerbside collection of recyclables, or nearby collections from shared facilities such as bring banks, therefore, BVPI 91 remains at 100%. An exercise is underway to introduce a new method of measuring this performance more accurately, using the national Waste Data Flow system. This may result in a decrease in performance against this indicator in future months as this system classifies properties covered by a 'kerbside' recycling service in a different way to the system historically used in Haringey.
- Figures for borough wide participation levels are no longer available due to a change in measurement methodology that has been stipulated by WRAP. However, localised participation surveys demonstrated strong performance, with new and improved recycling services boosting participation by 11% to 13% within surveyed areas.
- All schools in the borough now have recycling facilities for at least one material. Project work is underway to expand this to five or more items by the end of 2008.
- The aim of getting both Reuse & Recycling Centres diverting 50% of waste from landfill was not met during the course of 2007/08, with performance reaching approximately 40%. Work was undertaken towards the end of 2007/08 to promote the facilities to encourage residents' use for recycling materials.
- The Estates Recycling Service has been operating since December 2006, providing near-entry recycling facilities (and some doorstep collections) across Tottenham, Seven Sisters and Northumberland Park, serving around 6,000 households. This service enables residents to recycle paper, cardboard, plastic bottles, tins, cans and glass bottles/jars.
- Communication materials produced include: 100,000 each of two designs of contamination stickers (covering dry recycling and food waste), Over 60,000 leaflets and letters to promote recycling services, 500 posters promoting estate recycling, purchase of bespoke visual aids for education work and a large stock of promotional stationery for use at community events and in schools.

The recycling team has devised, planned and overseen the introduction of new collection rounds to establish an accessible and comprehensive borough wide recycling service for Haringey. This has been supported by a targeted communications programme, which has been extended to include education and community involvement work to ensure cross borough engagement.

Road Safety Improvements – Haringey Council (SSCF)

The project has been used to fund three capital schemes in the SSCF super-output area wards.

Bruce Grove Traffic Management Scheme

The Bruce Grove ward has a large residential area between two of the boroughs busiest east-west roads. The area is heavily parked and roads are quiet narrow but were still a popular local cut through and traffic volume presented a risk to local people. The NRF funded the implementation of a one-way system that was introduced in July 2006. Although successful there has been an issue with drivers ignoring "No Entry" signs and driving illegally and dangerously in

the opposite direction down one-way streets. Following discussions with local residents, councillors and Neighbourhood Management Team it was agreed to add kerb build-outs to narrow the “No Entry” junctions thereby discouraging drivers to enter.

Street Lighting Northumberland Park Road

This year the lighting on Northumberland Park Road and adjacent highways roads was changed to white lighting to link with additional SSCF funded works on the Homes for Haringey area. The new columns have made improvements to the night-time environment through increased white lighting and will also result in improved efficiency and maintenance.

Brantwood Road Traffic Management Scheme

Brantwood Road is regularly used by heavy goods vehicles to gain access to local industrial area, which frequently results in traffic congestion in local residential areas. The scheme has introduced measures that prevent heavy goods vehicles from accessing the industrial site through Brantwood Road. The measures have also introduced a natural boundary between the residential and industrial estates and created increased residential parking opportunities.

Enhanced Programme of Energy and Fuel Efficiency Improvements in Private Sector Homes – Haringey Council (SSCF)

The project provides up grades to security and thermal comfort measures to vulnerable residents living in the borough’s Super Output Areas. Each eligible resident is surveyed for home security and thermal comfort measures under the decent homes standards set by Government.

The project is delivered through the British Gas “Here to HELP” scheme, which enables the Council to benefit from match funding and for residents to be referred to the scheme’s charity partners for further assistance and funding should they wish. Residents can also benefit from a benefits health check.

The scheme has focused on delivering upgraded security measures as it is the only source of Council funding available for private sector residents for this type of work. (Funding for improvements to thermal comfort measures was given through sub regional funds).

In 2007-2008 the following targets have been achieved:

- 6 Emergency heating installations were carried out for vulnerable residents who will have been left with no heating and or hot water.
- 153 homes provided with insulation/thermal comfort measures
- 694 homes installed with upgraded security measures.

The SSCF project has created the basis for the North London Sub Regional Delivery Plan for providing Decent Homes. This project’s concept and delivery mechanisms were used as a model of excellent delivery, and have now been mirrored in the delivery of the Decent Homes programme across the six partnering Local Authorities.

Better Places Partnership NRF Programme 2007/08

Project Title	Lead Partner	Amount of Funding
Graffiti & Fly Poster Removal	Haringey Council	75,000
Fly Tip Management	Haringey Council	150,000
Abandoned Vehicles	Haringey Council	100,000
Community Clear Ups	Haringey Council	80,000
Litter Management	Haringey Council	135,000
Parks Cleansing	Haringey Council	150,000
Street Washing	Haringey Council	150,000
Tottenham High Road Manager	Haringey Council	60,000
Mobile Clean Up Teams & Street Cleaning	Haringey Council	200,000

Saturday Night Collection	Haringey Council	70,000
Street Enforcement	Haringey Council	250,000
New Recycling Projects	Haringey Council	215,000
Finsbury Park Enforcement Officers	FinFutures	30,000
Green Outreach	Haringey Council	100,000
Vulnerable Communities Programme	Haringey Council	50,000
Working with Education & Vol. Sectors	Haringey Council	100,000
Active Youth Card	Haringey Council	50,000
Accessible Transport Programme	Haringey Council	70,000
Improvement and Repairs Programme HMOs	Haringey Council	175,000
Vehicle Take Back	Haringey Council	30,000
	Total	2,240,000

Better Places Partnership SSCF Programme 2007/08

Project Title	Lead Partner	Amount of Funding
Road Safety Package	Haringey Council	200,000
Northumberland Park Street Lighting		215,000
Improving Smaller Green Open Spaces	Haringey Council	265,000
Street Wardens	Haringey Council	150,000
Enhanced Programme of Energy/Fuel Efficiency Improvements in Private Sector Homes	Haringey Council	175,000
Automated Public Conveniences	Haringey Council	15,000
Environmental Improvements	Haringey Council	110,000
	Total	1,130,000

Housing: Integrated Housing Board

National Floor Target:

Decent Homes

By 2010, bring all social housing into a decent condition with most of this improvement taking place in deprived areas, and for vulnerable households in the private sector, including families with children, increase the proportion that live in homes that are in decent condition.

The Integrated Housing Board was re-established as a thematic board in July 2007. Key performance highlights include:

- In 2007/08, the work done by the Authority and its partners on a preventative approach to homelessness, showed that for 545 households (or 5.6 per 1000), advice and early intervention resolved their situation. This exceeds the 500 households (or 5.1 per 1,000 households) target. The above is measured by approaches from homeless households to the authority's housing advice service and is exceeding the
- For the same period, 0.43% of households were accepted as homeless who were also previously accepted as homeless in the last two years. This is a marked improvement on the 2006/07 performance of 2.56%.

Through *Homes for Haringey*:

- A reduction in the local authority homes that have been classified as non-decent 42% of local authority homes have been classified as non-decent, an improvement on the 44.7% at this time last year.
- The average re-let time of void local authority properties was 50.3 days in 2007/08, missing

the local target of 27 days and an increase on the 29 days reported in 2006/07. A service improvement group is set up and meeting weekly with a work plan in place to deliver improvement in this key area.

Below is an example of project activity for this thematic board that has been funded through the NRF

Tackling Fuel Poverty – Haringey Council (NRF)

Tackling Fuel Poverty – Haringey Council (NRF)

The project was created to reduce fuel poverty in Haringey, especially within vulnerable households. A dedicated Fuel Poverty Officer has co-ordinated the Council's efforts in this area, enabling a more strategic approach and effective use of resources. The project is raising awareness through advertisements and promotional events around fuel poverty, as well as the grant schemes available to householders to better heat and insulate their properties. All households in Haringey likely to be entitled to a Warm Front grant were contacted, which resulted in 1683 applications made between April and December 2007, as compared with 316 between April and December 2006.

An aerial thermographic survey was also commissioned to identify heat loss from each building in Haringey. On publication, the information received national press coverage and confirmed Haringey's commitment to tackling fuel poverty through the use of innovative methods.

Furthermore, employment of a dedicated fuel poverty officer enabled the borough to be represented at all London Home Energy Conservation Association Forums and the Energy Efficiency Partnership for Homes meetings. Customer services officers now refer home insulation, heating and energy efficiency enquiries to the project. Training is provided to customer services officers to ensure that the information provided is current and correct.

Education: Children & Young People Strategic Partnership

Floor Targets:

Children's Development: Improve children's communication; social and emotional development so that by 2008 50% of children reach a good level of development at the end of the Foundation Stage and reduce inequalities between the levels of development achieved by children in the 20% most disadvantaged areas and the rest of England.

Age 11: Raise standards in English and maths so that:

- by 2006, 85% of 11 year olds achieve level 4 or above, with this level of performance sustained to 2008; and
- by 2008, the proportion of schools in which fewer than 65% of pupils achieve level 4 or above is reduced by 40%.

Age 14: Raise standards in English, maths, ICT and science in secondary education so that:

- by 2007, 85% of 14 year olds achieve level 5 or above in English, maths and ICT (80% in science) nationally, with this level of performance sustained to 2008; and
- by 2008, in all schools at least 50% of pupils achieve level 5 or above in each of English, maths and science.

Age 16: By 2008, 60% of those aged 16 to achieve the equivalent of 5 GCSEs at grades A* to C; and in all schools at least 20% of pupils to achieve this standard by 2004, rising to 25% by 2006 and 30% by 2008.

Teenage Conception: Reduce the under-18 conception rate by 50% by 2010 as part of a broader strategy to improve sexual health.

Key performance highlights include:

- 56.2% of pupils attained 5 or more GCSE's at grades A*-C or equivalent in 2007 just short of the 57% target. This is the sixth year running where GCSE results have improved with progress in Haringey since 2001 being twice the national average, closing this gap from 19% in 2001 to 6% in 2007.
- Educational attainment of young people leaving care has improved from the 50% achieving at least 1 GCSE at grades A*-G last year to 58% in 2007 exceeding the 55% target on this key threshold indicator.
- The percentage of pupils from black and minority ethnic groups that achieved 5 GCSE's at grades A*-C increased to 54% in 2007 from 48% in 2006 moving closer to the average attainment for all pupils (57%).
- The gap between White UK pupils and All other ethnic groups closed by 6% this year and is now just 3% short of the Haringey average.
- Although indications from absence monitoring in both primary and secondary schools show a significant improvement in performance this remains an area for continued focus in the coming year.
- As at March 2008, 319 or 9.1% of Haringey's young people (in a cohort of 4,656 16-18 year olds) were not in education, employment or training (NEETs), continuing the improving trend and exceeding the 12.3% target for 2007/08.
- There has been a marked reduction in the percentage of NEETs compared with last March (13.2%) although current levels remain higher than comparator boroughs. There has also been a sizeable reduction in the 'unknowns' which although increased to 9.6% in March '08 (from 8.9% last month) remains slightly below both last March (9.7%) and the rolling year target of 9.9%. This relates to 446 young people whose situation and status regarding employment, education or training is 'unknown' as at March '08.
- Good progress has been made with looked after young people in employment, education or training (BV161). In 2007/08, Haringey sustained 68% of care leavers (aged 16) engaged in employment, education or training at the age of 19, short of the 72% target.
- 74 care leavers turned 19 during the year and 50 of these were in education, employment or training on or around their 19th birthday. This maintains Haringey's position in the top performance band and above the statistical neighbour average for this indicator.
- In 2007/08 we achieved 1,902 recorded outcomes from youth work or 64% as a percentage of participants (2,976). This illustrates significant progress in this area, up from the 46% recorded outcomes achieved in 2006/07. There were 929 accredited outcomes or 31% of participants. Targets set for 2007/08 were exceeded for both parts of the indicator around participation in and outcomes from youth work- recorded and accredited outcomes.
- 14% of looked after children had 3 or more placements in the year (BV49) to March falling short of the 12% target. Although performance has remained steady in 2007/08, it remains worse than that of statistical neighbours.
- Excellent performance has been sustained on reviews of children on the register with all reviews completed in timescale. 28 children have been adopted or granted special guardianship (8.9% of children looked after) in the year 2007/08 exceeding the 24 or 7% target and that of statistical neighbours. This represents an improvement on the 23 or 6.8% achieved in 2006/07.
- The 2007/08 target has not been met. Haringey's 2004-06 rate of change in under-18 conceptions shows a decrease of 1.7 per thousand which is slightly better than the national figure for the same period (decrease of 1.3 per thousand). ONS annual data for 2006 shows the continued downward trend in the number of under-18 conceptions achieved since 2002 and at 236 is 24.6% lower than 2002 (313) and 4.45% lower than 2005 (247). The rate of under-18 conceptions for 2006 is the same as for 2005 (63.7) but is 16.7 per thousand lower than the 2002 rate (80.4).

Below are examples of the project activity funded through the NRF.

Improving Literacy – Haringey Council (NRF)

The project has been supported through the NRF since 2001 and has utilised a range of methods to improve literacy skills of KS3 and KS4 pupils from the NRF areas of the borough:

- Half of each year's funding is devolved to schools to run their own intervention programmes. Most schools now have a comprehensive intervention programme in place using appropriate materials for the target pupils;
- A central intervention programme for years 9 and 11 runs each year using Haringey teachers and specifically-designed resources to meet the needs of the target pupils. Teachers have received Continuous Professional Development (CPD) and taken this expertise back into their schools;
- Each school is allocated days with external consultants From Advance, who deliver exam-specific workshops for the target pupils. Again, teachers working with the target pupils observe the sessions delivered by Advance and in so doing improve their own practice in delivering the skills, knowledge and understanding necessary for all exam areas. Resources are also left with schools;
- Resources such as text books and ICT equipment have also been provided for departments to support improvements in learning and teaching in English;

Over the lifetime of the Improving Literacy project the following improvements to Key Stage 3 have been made:

- Key Stage 3 English results have followed an upward trend, from 52% in 2003 to 66% in 2007.
- Haringey's rate of progress (since 2003) at Key Stage 3 has been better than the national trend and slightly better than statistical neighbours (SN) trend.
- In English, Haringey has improved by 14%, compared to 5% national improvement and 10% SN improvement.
- The national KS3 floor targets are to reduce (by 2008) the number of schools where fewer than 50% of pupils attain below level 5+ in English, maths and science. There are now only 2 schools below the floor target in English in Haringey (Woodside High and John Loughborough).

Over the lifetime of the Improving Literacy project the following improvements to Key Stage 4 have been made:

- Key Stage 4 results, 5+ A* to C including English and maths, also follow an upward trend from 28.5% in 2003 to 46.5% in 2007.
- In the main, 5+ A* - C indicator for Haringey has improved by 25.1%, compared to the national increase of 11.5%. The 19.1% gap between Haringey and the national has now been reduced to 5.5%.
- Results for the current year 9 and 11 pupils, who have benefited from the 2007/8 budget, will not be available until August 2008.

The most significant outcome of this project is the increase in attainment of Haringey's young people at both key stage 3 and 4 and thereby improving exam results and the life chances and choices of Haringey pupils. In addition, the project has also built capacity in schools by:

- Developing a planned approach to intervention which is focused on addressing the needs of groups of target pupils;
- Ensuring data analysis exercises are undertaken to identify underperforming target pupils
- Improving teaching and learning across the borough through partnership teaching opportunities
- Providing resources which are available on the Haringey Professional Development Centre website

Youth Offending Service Projects – Haringey Council (NRF)

Case Work Team

The casework team within the Youth Offending Service (YOS) works specifically with children and young people subject to final warnings, community and custodial sentences. All children and young people are assessed using the Asset Tool and intervention plans are developed as a result. All are supervised in accordance with the Youth Justice Board (YJB) National Standards with work taking place on both an individual basis and in group work sessions (group work includes young women, young black men, cannabis awareness, weapons awareness and driving awareness courses). As the YOS is a multi-disciplinary service, referrals are also made to partner agencies to improve access to other provisions.

Annual targets are set by the YJB and progress against the KPIs is fed back quarterly to the YJB and to the YOS Partnership Board. In 2006/7, the YOS achieved an overall performance level of level 4 (top level is 5). Several KPIs were changed in April 2007 and as a result, the YOS was at level 3 for overall performance after three quarters of 2007/08.

Parenting Worker

Parenting is a priority for the Government and, as a result, the KPI for parenting has changed to make sure that “20% of young people with a final warning with intervention or relevant community based penalty or DTO, their parent/carer(s) receive a parenting intervention”, which is an increase from 10% in previous years. The parenting team delivers the following:

- Assessment of parents of any young person scoring 2+ on the family and relationships section of Asset;
- Informal fortnightly drop-in session with partner agencies for parents to deliver advice sessions. Links have been established with prevention and ASBAT parenting workers.

An action plan is in place that resulted in an increase in referrals from 5.4% at the start of the year to a total of 13.3% by March 2008 (against revised KPI above). The YOS and ASBAT parenting workers have co-facilitated a 13 week “Strengthening Families, Strengthening Communities” parenting programme which has received positive feedback from participants so far.

Reparation Project

As part their orders, young offenders are expected to complete a set number of reparation hours. This may involve reparation to a victim or to the local community with the intention that the work will increase the offender’s awareness and consequences of their offending. Over the lifetime of the project the range of reparation projects has increased and valuable links have been made with Tottenham Hotspur FC and the Better Haringey programme.

For the first 9 months of 2007/8 there were 221 referrals for reparation with 390 hours completed in either one to one or group sessions. Examples include:

- Gardening and maintenance of gardens day centres and residential homes.
- Tottenham Hotspur Football Club runs a coaching programme called KICKZ, where young people on the reparation programme assist in coaching younger people.
- Individual placements at Woodside Day Centre to assist elderly people and people with mental disabilities with everyday tasks. This can include reading, playing bingo and conversation.
- Involvement with the Council’s Clean Sweep campaign.
- Involvement in the Haringey Knives & Gun Summit that addressed the knife and gun culture that is affecting young people.

Teenage Pregnancy, Sexual Health & Parental Support – Haringey Council

The project is addressing four specific aspects to tackle teenage pregnancy:

- Support to teenage parents;

- Improving access to information;
- Prevention interventions for 'at risk' groups;
- Developing links/partnerships for providers from the voluntary and community sector with council provision and services.

To ensure that there is provision in 'hot spot' wards (all but 2 in Haringey), the service has been delivered from Children's Centres in each Children's Network and publicity has been developed, updated and circulated publicising the services offered. This has led to Children's Centres staff being trained to meet the needs of teenage parents and make the appropriate referrals. This has been linked to the provision of contraceptive and sexual health service provision in the same locations.

Weekly support sessions have continued with a clear focus and are part of a planned programme of support to ensure access to education, employment and training, which enables all young parents to undertake courses that recognises the pressures (on a new mothers in particular). The courses also link in with reducing infant mortality, improving nutrition and reducing childhood obesity, as well as reducing the number of young people in the NEET category.

Teenage Parent staff have contributed to the Supporting People review of housing for teenage mothers which has resulted in revised contracts and service agreements in some cases. Two teenage parents took part in a breastfeeding peer support programme led by a health visitor as part of the weekly parents support group. 23 teen parents have received NVQ level 1 training through the Speakeasy programme and 2 are on course to become peer trainers on completion of their NVQ level 2 training.

Information materials and packs have been developed to inform about the support and advice available for young people. There are now direct links to teenage pregnancy and support material on the Haringey young person's web site on which there are also direct links to the PCT 4YP web site as well as to national organisations.

The self sustaining "Teens and Toddlers" personal development and intervention programme has been implemented and extended to four more schools, resulting in only 1 teen pregnancy out of 22 high risk young people. 8 Haringey staff are currently being trained as facilitators to continue the programme beyond 2007, which will enable up to 60 young people identified as being at risk to participate each year.

The service is now accessible borough-wide, has clear entry routes and exit strategies and is linked securely into all aspects of Changing Lives, the Teenage Pregnancy Strategy, Infant Mortality and 14-19 NEET agenda.

The service is now able to target interventions at different groups in better localities and to start measuring impact rather than activity. Links with other third sector providers of information and support have also been developed and their services are included in those signposted in information packs and advice sessions.

Children & Young People Strategic Partnership NRF Programme 2007/08

Project Title	Lead Partner	Amount of Funding
Improving Literacy	Haringey Council	119,900
Parental Involvement	Haringey Council	141,950
Youth Inclusion & Support Panel	Metropolitan Police Haringey	72,750
Young Persons and BME Development	Victim Support Haringey	38,759
Reparation Project	Haringey Council	42,750
Breakfast Clubs	Haringey Council	114,650

Teenage Pregnancy, Sexual Health & Parental Support	Haringey Council	102,750
4YP & Family Planning Nurse	Haringey Teaching Primary Care Trust	64,250
Youth Offending Service	Haringey Council	292,000
Positive Futures	Haringey Council	87,750
YOS Parenting Worker	Haringey Council	42,750
Support to Supplementary & Community Schools	Haringey Council	12,750
	Total	1,133,009

Health and wellbeing: Wellbeing Strategic Partnership

National Floor Targets:

Life expectancy: Substantially reduce mortality rates by 2010:

- from heart disease and stroke and related diseases by at least 40% in people in under 75, with at least a 40% reduction in the inequalities gap between the fifth of areas with the worst health and deprivation indicators and the population as a whole;
- from cancer by at least 20% in people under 75, with a reduction in the inequalities gap of at least 6% between the fifth of areas with the worst health and deprivation indicators and the population as a whole.

Health Inequalities

Reduce health inequalities by 10% by 2010 as measured by infant mortality and life expectancy at birth.

Tackle the underlying determinants of ill health and health inequalities by:

- reducing adult smoking rates to 21% or less by 2010, with a reduction in prevalence among routine and manual groups to 26% or less;
- reducing the under-18 conception rate by 50% by 2010 as part of a broader strategy to improve sexual health.

Key performance highlights include:

- Excellent performance has been maintained on acceptable waiting time for assessment and care packages (BV195/196 key threshold indicator). The 2007/08 position of 95.29 exceeds the target and is an improvement on the 80.95% achieved in 2006/07. Improvement has been made in provision of care packages with 93% of services delivered in less than or equal to 4 weeks from completion of assessment. Performance on both these indicators is in the top performance banding.
- 153 adults and older people per 100,000 population received direct payments as at 31 March 2008 an improvement from 137 in 2006/07. This improvement has brought performance into the top PAF banding range and exceeded our 150 target.
- In 2007/08, 101 older people per 1,000 population were helped to live at home, an improvement of the 2006/07 outturn of 93. This improvement has brought performance into the top PAF banding.
- Enormous improvement was made in delivery of OT equipment within 7 days with an outturn of 98% exceeding our 2007/08 target of 90% and a 10% improvement on our 2006/07 outturn.
- We reached our target of 80% for 2007/08 for reviewing adults and older clients in receipt of services. This was an increase from 63% in 2006/07 and places Haringey in the top performance banding.
- 9.3% of carers received a carers break or specific carers service in 2007/08, an improvement on the 2006/07 of 6.8% we narrowly missed the 10% target and remained in band 4, we

expected to exceed this performance in 2008/09 and have set a target of 11%.

- There were 1,230,569 visits to Haringey's sports and leisure centres in 2007/08, an improvement on the 1.14 million achieved in 2006/07 and exceeding the 1.18 million targets.
- Data on mortality rates and life expectancy is currently unavailable for 2007/08. Programmes of work are in place to deliver against the targets above. The Haringey Life Expectancy Action Plan (2006-2010) is currently under review. The latest mortality and life expectancy data will be reviewed to determine if we are on target for 2010.

Below are examples of the project activity funded through the NRF.

Reducing Smoking Prevalence – Haringey Teaching Primary Care Trust

In order to support the smoke free legislation, the project established the groundwork for ongoing work to reduce exposure to second-hand smoke and increase the number of quitters in the most deprived areas of Haringey by reaching the most hard to reach smokers. It is also hoped that by reducing smoking in front of children fewer young people will take up smoking. The project followed the objectives below for delivery during 2007/08.

Stop smoking services - workplace initiatives

The Haringey Teaching Primary Care Trust (TPCT) Smoking Cessation Service and the Enforcement Team from Haringey Council developed a range of initiatives to promote and deliver smoking cessation services in workplaces, targeting employers of deprived and high-smoking prevalence communities. The programme also focused on providing appropriate marketing and advertising for stop smoking services, for example in community languages ensuring that many employees could access one of the community based smoking cessation advisors who speak a range of community languages. Specific work includes:

- Resources for smoke-free legislation were developed alongside the smoke-free coordinator for the Council and were distributed to businesses across Haringey.
- 190 businesses were contacted by a Stop Smoking Work Place Initiative Advisor to offer smoking cessation support to employees.
- Contact made with businesses at Millmead and Lockwood Industrial Estates and a six-week treatment programme for employees was completed.
- Stop Smoking Work Place Initiative Advisor developed a specialised presentation for the training of the Council's enforcement officers and worked with the Smoke-free Coordinator at the Council to deliver this workshop.
- Commissioned 2 Turkish speaking advisors to visit businesses with Turkish, Kurdish and Cypriot employees and work within those communities to increase quitters.
- Implementation of a comprehensive advertising and communications plan.

Smokefree Legislation and Tobacco Control

In order for the TPCT and the Council to link all strands of work relating to tobacco control, an overarching tobacco control strategy for Haringey was commissioned. Specific work includes:

- The Tobacco Control Strategy was commissioned in early 2008 and has now been received in draft and factored into 2008/09 plans.
- As part of the strategy, a review of tobacco control initiatives in the borough as compared to Nice Guidance has been received in draft. As a consequence, the Stop Smoking Team will be restructured so it is aligned with the Strategy.
- The proposed focus will be on the following groups: BME groups with high smoking prevalence, those living in the SOAs, manual workers particularly in the SOAs, workplaces, smokefree homes, particularly for lone parents in social housing, pregnant women, young people and links with sexual health services.
- Presentations were also made to various organisations about tobacco control and the smoking cessation service specifically.

Protecting children from secondhand smoke

This project provided information to families of the dangers of second hand smoke within the home and to promote smoke free homes across Haringey but with a specific focus on the east of the borough. The main output of the project has been information and advice on smoke free homes and smoking cessation for households with children, delivered through Children's Centres and children's service networks. The project was led by the smoking cessation service, with strategic input from the Children and Young People's Public Health Strategist and built on the contribution of a range of partner organisations. In addition this work supported the Infant Mortality Action Plan, which also highlighted the impact smoking has on infant mortality rates. Specific work includes:

- Promotional resources were produced and distributed to key partners.
- Managers of all 10 children's centres were briefed on the Smoke-free Homes projects and provided with promotional resources. Quitters have resulted from these sessions but further work is required.
- All five health visiting teams (Lordship Lane; Stuart Crescent; Tynemouth Road; The Laurels; Crouch End) have been visited. They were briefed on the Smoke-free Homes initiative and provided with resources to promote the scheme.
- Links with the local London Fire Brigade have been established and a mutual referral exercise has been implemented.
- Work was done to promote the scheme in local schools and as a result, a stop smoking clinic has been running as a pilot in one local school.
- Seven 'smoke-free home promises' made a promise, six of which were 'Gold' promises to make homes totally smoke-free.

Health in Mind – Haringey Teaching Primary Care Trust

Health in Mind consists of three project strands that address healthy eating, physical activity and mental health.

Healthy Eating

The focus of the healthy eating project is to increase access to healthy foods and provide nutrition education sessions to older people (50+) living within the 3 SOA wards. The project consists of the following community nutrition based programmes:

- Shape-Up Weight Management Programme: A 6-week healthy eating programme aimed at motivating people to adopt a healthier lifestyle through healthy eating.
- Cook and Eat Programme (CEP): a 6-week programme designed to provide participants with practical information on adapting recipes and cooking healthier meals on a limited budget, cooking for one and with limited facilities and how to read nutritional labels.
- Community Nutrition Assistants Programme: the aim of this programme is to develop four community nutrition assistants who will help facilitate and improve the diet and health of the residents in Haringey.

Between February 2007 and March 2008, 107 people attended the Cook and Eat programme and 102 people attended the Shape-Up Weight Management Programme. The project trained four people to become community nutrition assistants. Some participants showed a decrease in body weight at the end of the intervention whilst others showed an increase. Waist circumference was also shown to be reduced in some participants.

The delivery of the healthy eating programmes has led to the following outcomes for participants:

- There was a marked improvement in the participant's confidence in reading food labels after the Cook & Eat programmes.
- The amount of fish eaten per week rose from 46% to 53% by the end of the programme. There was also a marked increase in the number of participants who increased their intake of meat and chicken, from 7% to 18% on completion of the programme.
- The programme showed that there was a significant increase in the proportion of participants who ate pasta, rice or potatoes at least once a day (on average) from 29% to 53% on completion of the programme.
- At the end of the programme 90% of participants reported eating breakfast, an increase

from 80% at the start, with a decrease in the proportion of participants eating supper

- At the start of the programmes, 55% of participants knew of the recommendation to eat five portions of fruit and vegetables a day. This rose to 90% by the end of the programme.

Physical Activity

The physical activity project consisted of 3 programmes:

- 'Active for Life' physical activity referral scheme: A 12-week community-based programme providing a targeted approach to assist inactive people at high risk of cardiovascular disease (CVD)/established CVD to become more physically active.
- 'Walk your Way to Health': A volunteer-led group walking programme open to all Haringey residents.
- 'Watch It' Family-based Childhood Obesity Programme: This programme aims to help children and their families tackle obesity issues by encouraging and supporting them to make changes to their lifestyle.

'Active For Life' – The scheme has included people with severe mental health problems as their physical health needs are generally greater than members of the general population and they are almost twice as likely to die from coronary heart disease (CHD). During 2007/08, the following has been achieved:

- A weekly programme of 10 sessions per week has been established, including exercise in water, gym sessions, group-based sessions.
- 19 surgeries are currently referring onto the scheme.
- As at 31st March 2008, 246 people were referred into the scheme (approx. 60% from BME groups and 83% from the east of the borough).
- 6 leisure centre staff and one freelance instructor have received specialist training to deliver the scheme (including health behaviour change training).

'Walk Your Way to Health': The initiative aims to encourage people, particularly those who are the least active, to participate in regular short walks in their communities. During 2007/08, the following has been achieved:

- Five Health Walks have been established.
- Over 30 members of the local community have been trained as volunteer Walk Leaders.
- Over 100 participants have attended the programme for a duration of at least 3 months.
- Approximately 235 people attend the Health Walks per month (approx. 80% from BME communities and 89% from the east of the borough).

'Watch It' family-based childhood obesity programme – The programme incorporates a balance between physical activity and healthy eating and aims to increase children's confidence and self-esteem. Families must meet certain criteria to be eligible to participate in the programme. In 2007/08, the programme was established at Tottenham Green Leisure Centre and 9 families from NRF wards have been enrolled.

Mental Health

The project aims to work with residents from SOA wards who have initial mental health problems and work with these before they reach the need for specialist mental health services. It aims to provide effective evidenced based interventions, delivered in easy accessible community settings.

Four specialist mental health specialists have worked in a range of settings to facilitate people with mental health problems aged 18 and above to access mainstream services and community opportunities to promote wellbeing, increase paid employment, increase uptake of benefit entitlements and debt management, increase physical activity and increase healthy eating.

Easy access primary care mental health interventions delivered from libraries were established, including the use of evidenced based computer packages to deliver cognitive behavioural therapy

for depression and anxiety.

The specialist mental health workers include:

- 2 Graduate Mental Health Workers who work with library services to introduce and facilitate access to a computer-based self-help cognitive behavioural therapy programme such as “Beating the Blues”, and work closely with GPs in a community development role.
- 2 Occupational therapists to extend the work of the Haringey Therapeutic Network to Noel Park, Bruce Grove and Northumberland Park areas.

The Haringey Therapeutic Network was extended to help provide a service for people with moderate to severe mental health problems. It is a 12-week therapeutic group programme consisting of core and specialised groups and confidence/self-esteem groups.

The Haringey Therapeutic Network provides people with the opportunities to enjoy the same range of services and facilities as everyone else in the community, therefore the network has developed pathways for people to access the following: employment, education, leisure and social activities incorporating the values of social inclusion.

Out and About (Befriending & Community Development) – Age Concern Haringey

The main aim of the project is to recruit, train and place volunteer befrienders with older people who are isolated or who are at risk of social exclusion.

The Out and About volunteers are CRB checked, referenced and receive training and support from Age Concern. From April 2007 to March 2008, the project had 33 visiting volunteers and 5 telephone volunteers with 14 new volunteers currently undergoing training. This equated to 1400 hours or 1240 visits and 1611 phone calls to 74 older, socially isolated friends.

The project has also worked to address and identify community development opportunities for volunteering projects and placements. This means increasing volunteer befriending placements, promoting take up of volunteer befriending services from BME communities and developing good practice in volunteering across organisations working with older people.

The bulk of the referrals to the service come from Haringey Council social work teams, Haringey Primary Care Trust staff and a significant proportion from ‘floating support’ agencies (60 Plus In Haringey) as well as from family members and neighbours.

With increasing numbers of potentially vulnerable older people living alone across Haringey one commonly reported problem for these people is a sense of isolation. This isolation may be related to practical difficulties such as a lack of transport, fear of crime, or language and cultural barriers while for some older people bereavement may contribute to social isolation. The volunteer befrienders continue to address the isolation felt by people in all of these groups.

Wellbeing Strategic Partnership NRF Programme 2007/08

Project Title	Lead Partner	Amount of Funding
Six8four Centre	Haringey Council	78,823
Forum for Older People	Age Concern Haringey	56,170
Out & About	Age Concern Haringey	36,750
BME Carers Respite	BME Carers Support Service	20,000
Welfare to Work	Haringey Council	40,898
Libraries for Health, Libraries for Life	Haringey Council	198,000
Home Support Workers &	Haringey Advisory Group on Alcohol	78,400

Outreach Street Drinkers	(HAGA)	
Cycling Club	Haringey Council	10,000
Happy Opportunities	Pyramid Health & Social Care Association	18,000
Salsa Club	Scorpion Salsa Group	9,200
Health in Mind	Haringey Primary Care Trust	370,765
Benefits Outreach	Age Concern Haringey	47,096
Community Income	BME Carers Support Service	32,000
Reaping the Benefits	Haringey Council	98,000
Appropriate Adult Training for B-Tech Award	Crucial steps	15,926
Accessing Employment Through Individualised Budgets	Haringey Council	16,605
Income Maximisation	Haringey Council	30,000
Smoking Cessation	Haringey Primary Care Trust	100,000
Tackling Fuel Poverty	Haringey Council	55,000
	Total	1,311,633

Worklessness: Enterprise Partnership

National Floor Target:

Employment

As part of the wider objective of full employment in every region, over the three years to Spring 2008, and taking account of the economic cycle:

- demonstrate progress on increasing the employment rate, joint with HM Treasury;
- increase the employment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in the local authority wards with the poorest initial labour market position); and
- significantly reduce the difference between the employment rates of the disadvantaged groups and the overall rate.

Key performance highlights include:

Employment levels in Haringey have been historically much lower than both the London and England averages, and in 2004/05 the borough was one of only eight local authority areas in England that had an employment rate below the low European Union average of 63.3 per cent. However, since this period employment in Haringey has increased significantly to the extent that the current rate (2006/07), at 69.0 per cent, is now only marginally below the London average of 69.3 per cent. However, Haringey's employment rate remains significantly below the English average of 74.3 per cent.

Employment amongst Haringey's ethnic minorities is at its highest recorded level. At 2006/07, the ethnic minority employment rate in the borough was 59.1 per cent, a 19.2 percentage point increase from 2003/04.

Encouraging progress has also been made in regards to people claiming Job Seekers Allowance (JSA) and Incapacity Benefit/Severe Disablement Allowance (IB/SDA).

At March 2008, the JSA claim rate in Haringey was 4.1 per cent (6,365 claimants), down from a rate of 5.0 per cent (7,814 claimants) a year ago. On an annualised basis, Haringey's JSA claim rate is at its lowest level since March 1992.

At May 2007, the Incapacity Benefit/Severe Disablement Allowance (IB/SDA) was 7.7 per cent (12,150 claimants), down 0.2 percentage points from the rate of 7.9 per cent (12,440 claimants) a year ago. The IB/SDA claim has fallen for 2 successive years and is now at its lowest level since

May 2001.

Below are examples of the project activity funded through the NRF.

The Haringey Guarantee – Haringey Council

The Haringey Guarantee is the Council's flagship employment programme to address worklessness in the borough. The programme brings together employers, skills training providers, employment services, job brokers, schools and colleges, and the local community to guarantee that:

- local residents will receive high quality information, advice and guidance, tailored education and training, and guaranteed interviews for job opportunities;
- local businesses will benefit from committed, well-trained workers that meet their recruitment and skills needs;
- partners and providers will deliver high quality, focused and professional services to jobseekers and employers.

The delivery of this programme is focused around engaging workless residents from Haringey's most deprived areas, assessing barriers to sustained employment and agreeing an action plan of support to return to work. Interventions include one-to-one Information, Advice and Guidance, access to job search facilities such as a Job Internet Club, work placements, vocational training and certification, health support and Condition Management Programmes, and in-work support.

Local employers are encouraged to sign up to the Guarantee and in turn are assisted with their recruitment needs by Haringey Guarantee providers who are able to supply committed, local candidates. Through this relationship, providers are also able to establish demand-led training to meet employers' needs by offering industry recognised vocational qualifications, as well as workforce development.

The Haringey Guarantee also aims to stem the flow of worklessness into the borough by providing vocational education and opportunities for Key Stage 4 Students at Northumberland Park School who have been assessed as being at high risk of becoming NEET on leaving school. It aims to ensure these students progress into higher education, further education, employment or onto an apprenticeship.

The Guarantee started delivery in September 2006. To the end of March 2008, progress against targets were as follows:

- 1,401 residents have been engaged and registered onto the programme;
- 291 work placements have been completed;
- 248 residents have started work, of which:
 - 120 are women
 - 218 are from BME groups
 - 21 are disabled
- 159 have sustained in work for at least 13 weeks to date;
- 289 residents have gained qualifications
- 176 businesses have been engaged onto the Haringey Guarantee;
- 38 of the 40 high-risk NEET students from the Northumberland Park School project have progressed and retained in work, apprenticeships or college.

Haringey City Growth – Haringey Council

The Haringey City Growth (HCG) programme is a business-led partnership between the Council and other partners to ensure maximum business growth and resultant job opportunities within Haringey.

A range of initiatives are being delivered within the programme to promote the borough as a prime business location and there are also a wide range of projects providing bespoke advice and

support to businesses and individuals throughout the borough. These include business mentoring, start-up support, the establishment of 5 sector specific hubs providing specialist support and training, networking events, enterprise workshops, increased access to funding, a schools business programme, a capacity building programme for BME enterprises, crime reduction initiatives for businesses, a training and support programme for individuals and businesses interested in franchising opportunities.

By March 2008, 250 Haringey Businesses had benefited from advice and support delivered through the programme with approximately 80% being owned by members of BME communities. 30 unemployed individuals have also received advice and guidance on business start-up with 7 moving into self-employment (5 from BME communities). 24 year 10 students at risk of exclusion had gained the AQA "Starting a Business" qualification and a further 30 pupils have received business mentoring to support their GCSE studies. 40 businesses, against a target of 36, had benefited from the crime-reduction initiatives in Stroud Green and 25 businesses had completed full business diagnostics.

The Haringey City Growth business support programme has become an effective conduit to express the views of local businesses and to promote a dialogue between Haringey Council and local businesses. Activities such as the business surveys carried out by HCG are helping to identify issues that local business would like the Council to address. The programme has also provided important capacity building opportunities in some of the business clusters

The close relationship with HCG is providing the Council with an outlet to reach local businesses. The Council's direct participation on the HCG Board has enabled it to engage with local business within a business-led environment. As private and public sector are coming together to discuss and propose solutions to the challenges faced by the business community, the Council is further strengthening its relationship with Haringey businesses.

Enterprise Partnership NRF Programme 2007/08

Project Title	Lead Partner	Amount of Funding
London Councils NRF/ESF Co-financing Programme	Haringey Council	170,123
The Haringey Guarantee	Haringey Council	119,877
Haringey City Growth	Haringey Council	250,000
Tackling Worklessness – Northumberland Park School	Haringey Council	100,000
Moving Forward	Haringey Council	57,142
Haringey at Work	Haringey Council	160,000
Working for Health	Haringey Teaching Primary Care Trust	115,536
Work Placements for Employment	Haringey Council	53,148
Employment Action Network	Haringey Council	46,556
Evaluation	Haringey Council	24,000
	Total	1,096,382

Top Slice

National Floor Target:

To tackle social exclusion and deliver neighbourhood renewal, working with Departments to help them meet their PSA floor targets, in particular narrowing the gap in health, education, crime, worklessness, housing and liveability outcomes between the most deprived areas and the rest of England, with measurable improvement by 2010.

Key performance highlights include:

The 2007 annual resident's survey found that:

- 74% of residents felt informed about what the Council is doing (up 7% on 2006) and well above

the rest of London.

- 58% of residents think the Council listens to the concerns of residents (up 4% on last year and above London).
- 58% say the Council is efficient and well run, up a massive 10% on 2006 and 42% felt that Haringey offered value for money (up 8% on last year), both now on a par with London.
- 48% say the Council involves residents in decision making and there was a 10% point reduction or improvement in the percentage of people who said we were difficult to get through to on the phone.
- In terms of community cohesion, 78% of residents felt that Haringey is a place where people from different backgrounds get on well together. The source of this was the Best Value Indicator survey in 2006 but the recent resident survey endorsed this with a result of 80%.

Below are some examples of project activity funded through the NRF and SSCF:

Volunteer Brokerage – HAVCO

The Volunteering Brokerage Project is working to increase the number of Haringey residents engaging in formal voluntary activity within organisations and groups to support delivery of the volunteering stretch target within the 2007/08 LAA.

The project ran a marketing campaign through events, outreach at community centres, on the website www.doit.org.uk, national volunteering websites and publicity materials to promote the benefits of volunteering.

Volunteering has been promoted to residents from the target areas as an opportunity to:

- Improve skills, work experience and employability by providing a pathway into paid employment.
- Engage in and improve their communities as 'active citizens' and as trustees thereby building social capital in the target communities.

Potential host organisations were encouraged to offer volunteering opportunities in order to develop and improve the services that they offered the community, to promote community cohesion and to create pathways into paid work for local residents.

Organisations from the voluntary and community and the public sectors were provided with information advice and guidance (IAG), training and other learning opportunities to develop their policies and working practices so that they were able to offer high quality, sustainable volunteering opportunities.

Residents who wished to develop new volunteering projects or sustain existing volunteering projects were signposted to relevant services provided by HAVCO including:

- Capacity building support for BME organisations to develop project plans, and formal structures (e.g. a constitution, appropriate policies, procedures, insurance, charity registration etc).
- Fundraising support to develop and submit high quality applications for resources from charitable trusts and public sector funders.

Volunteers were offered IAG in order to help them understand their rights and responsibilities and to assess their interests, skills and availability to volunteer and on completion volunteers were referred to organisations offering appropriate opportunities. By providing IAG and clear volunteering roles the project has improved the chances of residents being matched to appropriate volunteering placements and sustaining their commitment to volunteering.

The project undertook marketing campaign to encourage residents to come forwards as trustees. Training was given to ensure volunteers understood the roles and responsibilities of trustees and new trustees were given the appropriate training to develop their skills. On completion, residents

were referred to VCS organisations in order to discuss current trustee opportunities and for organisations to recruit suitable trustees.

The project took referrals from jobcentres and other agencies that work with workless residents including those who were currently unable to take up paid employment due to sickness or disability. In addition to IAG on volunteering, volunteers were signposted on to training courses, employment related IAG and job brokerage as appropriate.

Through the project, 98 volunteers (including 26 trustees) have been placed in not for profit organisations, thereby increasing the capacity of their host organisations to deliver services to residents.

The project has also developed the capacity of not for profit organisations to offer high quality volunteering placements in line with national standards of good practice including:

- 40 organisations supported to develop volunteering policies that establish how they will recruit, manage and support volunteers now and in the future.
- 95 volunteer managers have been trained in good practice in volunteer recruitment and management to equip them with the skills to manage effectively.
- 59 organisations have been assisted to develop 111 opportunities with clear role descriptions that outline the key activities, skills and experience required of their volunteers.
- 6 meetings of the Volunteer Coordinators Network to share volunteering good practice.

Voluntary Sector Development – HAVCO and Haringey Council

The project has been working to improve the ability of locally based voluntary and community sector organisations to enter constructive partnerships with other agencies (be it larger/ better established voluntary and community groups or statutory sector bodies) in order to provide better coordinated and more efficient services to residents. The most important asset that voluntary and community sector organisations have to contribute to partnership working is highly specialised knowledge about the communities in which they operate. By creating better partnership working the project is helping to harness the knowledge and experience for the benefit of the local residents.

The project has run development courses on:

- Monitoring and evaluating outcomes
- Project planning (in partnership)
- Practical quality assurance system for small organisations (PQASSO)
- Procurement and contracting
- Reviewing business plan for partnership
- Fundraising

The project has also run funding surgeries on the following topics:

- Negotiating contracts
- Identifying service funding gaps relating to PSA targets
- Identifying potential funders
- Costing a funding bid
- Making quality funding applications

Throughout the year, 32 VCS organisations have received training and 100 organisations have had ongoing support and advice. From the training and support received, 90 VCS organisations have submitted funding applications of which 64 have been successful.

Top Slice NRF Programme 2007/08

Project Title	Lead Partner	Amount of Funding
Empowerment Seed Funding	Haringey Council	300,000
NRF/SSCF/LAA Programme Management	Haringey Council	200,000

Voluntary Sector Development	Haringey Council	35,000
Baseline Assessments & Surveying Perception	Haringey Council	75,000
HSP Infrastructure Development	Haringey Council	190,000
Volunteering Brokerage	HAVCO	40,000
	Total	840,000

Partnership Developments during 2007/08

7.0 Sustainable Community Strategy and the New LAA

Haringey's new Sustainable Community Strategy (SCS) 2007/08 – 2017/18, was formally launched by the Partnership in June 2007 following extensive community consultation. The Strategy provides the strategic vision and the long term ambitions for the borough. At the conference launch, guest speaker Stuart Hoggan from CLG, gave an overview of the Government's new national agenda for local government and the opportunities for local strategic partnerships.

8.0 Partnership Management

Changes to the structure of the Partnership were implemented during 2007/08. A new Performance Management Group was established to provide the strategic direction for the Partnership, and a new Integrated Housing Board was created to bring greater focus to housing issues in the borough. A thematic link officer forum was strengthened to improve the focus and co-ordination of the Partnership's work.

8.1 At an operational level changes were also implemented to improve the governance arrangements for the Partnership with a dedicated Committee Secretariat and a combined Partnerships Team, integrating LAA development and programme management.

9.0 Community Engagement, Participation and Cohesion.

9.1 Community Link Forum

A new model for building community engagement was introduced during the year to strengthen the voice of the voluntary and community sector in the Partnership. The model adopted by the HSP and the VCS, created a new Community Link Forum (CLF) to become the 'forum of forums' for the VCS in Haringey. The forum provides a generic model of representatives across the Partnership, with 24 elected places for the voluntary and community sector representatives on the HSP and thematic boards, and 8 standing places for HAVCO representatives.

9.2 Engaging Residents

Haringey has seven neighbourhood areas, each with an Area Assembly that meets four times a year. The Assemblies encourage participation from all members of the community, including newly arrived communities. They give an opportunity for dialogue between the council, its partners and residents on a wide range of resident's issues. In 2007/08, the Council provided each Area Assembly with a budget of £50,000 from the main programme budget. Called "Making the Difference", the programme was developed to encourage local residents to put forward projects for improvements to their neighbourhoods. Over 450 proposals were received in 2007/08 ranging from environmental improvements to community empowerment and wellbeing initiatives. Making the Difference is a first step in participatory budgeting and has proved very popular with residents.

- 9.2.1 Safer Neighbourhood Teams (19 teams) are operating in all wards with an enhanced team for Noel Park ward which is a super output area. The teams work with the public on a daily basis to build cohesion and confidence. A positive outcome has been area based working and the joining up of services. Safer Neighbourhoods Team ward panels have been established to oversee work in each of the areas.

10.0 Community Cohesion Forum

- 10.1 In 2007, the Council and partners undertook a review of community cohesion to identify key trends, challenges and opportunities facing the borough. This resulted in the creation of a community cohesion framework for the borough and the launch of a new Community Cohesion Forum in March 2008.

- 10.2 The framework is based on four strands:
- Fair treatment and equality of opportunity
 - Low crime and concern about crime including confidence in the criminal justice system
 - Common belonging and shared vision
 - Group interaction

- 10.3 A wide variety of communities in Haringey make up the membership of the new Forum and also include the member organisations of the HSP. The objectives of the Forum include:

- Fostering positive relations between Haringey's diverse communities
- Encouraging community interaction and the promotion of a sense of common purpose
- Encouraging communities to share facilities and work together on joint initiatives
- Assisting the Council in assessing and addressing inter-group tensions.
- Preventing and challenging extremism, hate and division where they occur in Haringey.

11.0 The Haringey Compact

Organisations continue to sign up to Haringey's compact. Of the 102 signatories to date, 92 are VCS organisations, 8 are public bodies and 2 are private sector. A multi-agency steering group oversees and manages the Compact's implementation. The Partnership has received two "Compact Commendations for Excellence" from the Compact Commission for Compact promotion. It has also achieved recognition as a model of good practice for relations between the Government and the VCS at the 8th Annual Review of the Compact. There is strong commitment from partners to implement the Compact through cross-sector "Compact Champions".

12.0 A New Local Area Agreement

A stakeholder workshop was organised for HSP and thematic board members and project owners, to kick start the overall process for setting broad strategic priorities for 2008/09-2010/11 LAA and the negotiation process with Government for the selection of Haringey's 35 improvement indicators. The six weekly partnership meetings were utilised to: streamline negotiations; develop Haringey's story of place; produce the evidence base providing the link between selection of indicators, story and local need and to focus the process for local target setting. Workshops facilitated by the IDeA were also held for each Theme Board over a two month period. The workshops were used to embed ownership of the LAA and its outcomes, clarify the roles and responsibilities of members, ensure focus will be on delivery with a consistent approach to performance

and financial management and to introduce the new reporting arrangements encompassing an action planning approach.

13.0 Thematic Boards Update

13.1 Safer Communities Executive Board (SCEB) achievements include:

- The new Community Safety Partnership Plan, "Safer for All" has been produced. It details the priorities for the partnership over the next three years and the approaches and principles that will be used to achieve positive outcomes. The crime and disorder priorities that have been identified are: young people, serious crime, anti-social behaviour, drugs and alcohol, reducing re-offending and increasing confidence in the Criminal Justice System. "Safer for All" incorporates the statutory and key recommendations from the 2007 review of the Crime and Disorder Act.
- An evaluation framework is being implemented across the partnership. This has led to stricter project management of partnership resources and commissioning model is being developed.
- A risk register setting out the principal risks under the responsibility of the SCEB has been developed and agreed. The risks are linked to the new performance framework.
- The recommendations of the CCTV scrutiny review have been implemented and a statement of joint policy use (Community Safety and Parking Enforcement) has been agreed. The management of CCTV will be jointly funded during 2008/9.
- A partnership communications strategy has been developed including approaches to fear of crime and community engagement. The strategy is yet to be fully implemented.
- Progress is being made in improving working practices. A robust information sharing protocol is in place and a number of training sessions across the SCEB have been carried out to ensure that the protocol is being used correctly. Problem-solving approaches are being used to tackle complex or ingrained situations and relevant training will be rolled out.
- While some progress has been made on adapting the London Resettlement Model locally, work still needs to be done on agreeing clear strategies for implementation and tackling prolific and priority Offenders appropriately.

13.2 Better Places Partnership achievements include:

- The Partnership played a role in the development of the Greenest Borough Strategy and was able to suggest areas that needed strengthening. The Partnership has received reports and presentations on relevant issues including the Mobility Forum, Community Transport Haringey and a borough wide 20mph speed limit.
- The Partnership monitored the activities undertaken to improve the cleanliness of the borough and to improve residents' perception of cleanliness. In the early part of the year as part of the tracker survey, residents who said that they were not satisfied with cleanliness were specifically asked why this was so. The information gathered from the survey was used to channel resources into activities to address the concerns raised by the survey findings. The work of the Mobile Clean Team contributed to this and in addition a new litter pick service was trialled in 5 wards. The success of this work is reflected in the resident satisfaction survey results and BVPI 199a and b survey results. The 2007 resident satisfaction survey was conducted in the autumn and the results showed a significant improvement of 9% in satisfaction with cleanliness. Cleanliness improved from 40% of streets suffering from significant litter/detritus in 06/07 to 27.5% in 07/08. Graffiti levels held steady

at 6% and this must be regarded as a success as this represents London top quartile performance.

- Later on in the year all households in the 5 litter pick wards were consulted on the litter pick service. This demonstrated that the service had a good level of recognition and that the streets were perceived as cleaner. The litter pick trial was deemed a success and in 08/09 has been rolled out borough-wide with an expectation that satisfaction and cleanliness levels will improve further.

13.3 Children & Young People's Strategic Partnership Board (CYPSP) achievements include:

- Running a successful multi-agency conference. This is an annual event and this year focused on safeguarding. It included the launch of Haringey's Anti-Bullying Charter.
- Expanding its membership to include the Chairs of the Forums which are part of the wider partnership for children and young people. The Forums bring together larger groups of stakeholders in focused forums. The inclusion of the Chairs means that the Forums now have a direct input into the CYPSP.
- Producing an end of year evaluation of Changing Lives 2006/07 (the children and young people's plan) and a new programme for Changing Lives for 2007/08.
- Undertaking regular reviews of the performance of the priorities in Changing Lives, monitoring key indicators at each meeting and more detailed reports on a quarterly basis.
- Having a particular focus on NEETS, including a scrutiny of the NEETS action plan, and we are pleased to see that the numbers of young people who are NEET in Haringey has been reducing.
- Holding a session on youth services focusing on the Government's Youth Matters Next Steps, which allowed partners to share information on priorities and work in the area of youth services and ideas for future developments.
- Contributing to the PCT's proposed primary care strategy which enabled partners to consider how well it addressed the needs of children and young people
- Contributing to the PCT's proposals and framework for commissioning health services for children and young people, which enabled partners to discuss proposed priorities.
- Contributing to the Council's Greener Haringey Strategy and its implications for children and young people and links to the children and young people plan Changing Lives.

13.4 Wellbeing Strategic Partnership achievements include:

- Development of the Well-being Strategic Framework (WBSF) which is based on the seven *Our Health Our Care Our Say* outcomes, which was adopted by the WBPB in October. It recognises that promoting well-being requires creative and integrated solutions beyond the traditional health and social care agenda which focuses on people as service users rather than people living independent lives. Resources have been targeted towards delivering an innovative programme from universal services such as libraries and leisure centres which will improve well-being and help to make best use of resources.
- Communities for Health (CfH) - Haringey was allocated £100,000 for 2007-2008 to meet the Choosing Health Agenda to deliver community based programmes with clear links to Haringey's Local Area Agreement (LAA). The programmes commissioned include: the Ethiopian Community Centre working towards increasing the uptake of Chlamydia screening; Haringey Timebank working towards improving access to a range of day opportunities for older people and Exposure working to improve sexual health in children and young people.

- The WBPB held a workshop in October 2007 to review the existing sub-groups structure. The final agreed structure seeks to reflect the seven outcomes adopted by the WBPB by aligning sub-groups in a more outcome-focussed approach.
- The WBPB was a finalist in the category for *Cost-Effective Partnerships Working¹ for the 2007 Health Service Journal Awards* and was commended for *Partnering with Health Services.² In the 2008 MJ awards.*
- Haringey Council and HTPCT held a consultation event in May 2007 to discuss and comment on the Department of Health's (DH) new proposed *Commissioning Framework for Health and Wellbeing*. The consultation questions were shared with all relevant stakeholders in Haringey, to ensure that the DH received responses that would help to form a final framework that is realistic and realisable on the ground.
- External auditors have carried out an audit to identify key local health inequalities in addition to arrangements in place and future plans for their reduction. The review facilitated the joint assessment of the arrangements in place for achieving effective value for money outcomes in the key local health inequality areas identified, flagging key weaknesses in partnership and governance arrangements and key strengths in the notable practice area identified.
- A final draft of Haringey's Primary Care Strategy is being produced taking into account the recent local consultation, Equalities Impact Assessment and the outcome of *Healthcare for London* consultation.
- A community interest company had been established staffed by disabled people who provide training on disability awareness to mainstream employers. The WBPB identified opportunities for collaborative working between all partners and in noting that there are specific issues in certain parts of the borough affecting Black and Minority Ethnic (BME) groups it suggested that specific measures to improve skills levels amongst BME groups be developed.
- The multi agency Safeguarding Board has reviewed and revised the existing policy and procedures for safeguarding vulnerable adults.
- The partnership commissioned PMA management consultants to undertake a review of the tobacco control initiatives in Haringey and their contribution to reducing health inequalities in the borough, including stop smoking services, implementation of the ban on smoking in public places, and sales to underage minors. This review is informing the development of a new tobacco control strategy for Haringey, and will support delivery of the LAA targets around stopping smoking and smoking quitter.

13.5 **Integrated Housing Board** achievements include:

- At the inaugural meeting the Board also discussed the strategic role of Housing and the development of a new and robust Housing Strategy for the Council. First draft of the strategy went to consultation in May and June 2008.
- The Board will oversee the development of a new Housing Strategy under the HSP and include a clear action plan.
- The Board has ongoing discussions on how it will be best placed to assist Haringey in the delivery of new housing that is required as part of the Mayor for London's Housing Strategy.
- The Board has been kept updated on the National Housing Programme 2006/08.
- The Board has reviewed the draft Regeneration Strategy and how housing strategy and management play a key role. The board was able to recommend areas relating to housing that should be strengthened.

¹ <http://www.hsjawards.co.uk>

² <http://www.localgov.co.uk/index.cfm?method=awards.copy&id=59458>

- A refreshed Homelessness Strategy is also in development and the Board has received updates on progress. In order for the strategy's objectives and targets to be met, the board assigned "Champions" to lead on specific areas within the strategy.

13.6 **Enterprise Partnership Board** achievements include:

- The development of the Regeneration Strategy was done in conjunction with key members of the Enterprise Board, particularly through the regeneration conference, which was held at the Bernie Grant Centre in October 2008. There are three key outcomes in the strategy for improving outcomes in relation to: people - by increasing skills, raising employment and reducing worklessness; places – by making Haringey more attractive to live by investing in key locations; and prosperity – by creating prosperity by creating and maintaining and 21st century economy;
- The Haringey Guarantee (HG), the official programme for tackling worklessness amongst those furthest from the labour market in the borough, was launched in April 2007 at Tottenham Hotspur. Since delivery of the HG began in September 2006 over 1,000 residents has been registered onto the programme and 150 residents have been supported into long-term work, many of whom are lone parents and long-term Job Seekers Allowance and Incapacity Benefit claimants;
- The Enterprise Board agreed a new multi agency approach to tackling generational worklessness and general disadvantage through the Families Into Work project. The project, which will begin delivery in June 2008, will aim to engage 100 families over a three period in Northumberland Park with the aim of tackling the multiple forms of disadvantage that these families face;
- Over the course of the year, some £1.5m of funding from the London Development Agency (LDA) was secured to support Enfield, Haringey and Waltham Forest in tackling worklessness across the Upper Lee Valley. The funding will be used to develop a North London Pledge, which will build on best practice in the three boroughs and create a strategic employer engagement partnership across North London, closely linked to local employment partnerships;
- The Haringey City Growth Programme has continued to develop business and enterprise in the borough through a range of initiatives.

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Children and Young People's Block							
CYP1	Be Healthy	Number of schools with an approved school travel plan	68%	100% of schools in Haringey have an STP	↑	Green	90%
<p>2007/08 target has been exceeded. 100% of schools in Haringey, local authority schools and independent schools, with approved School Travel Plans (STP), subject to approval from DCSF to be confirmed in June 2008. Fifty schools have been requested to review their STP by May 2008 and 33 schools have been asked to re-write their travel plan as part of the STP 3 year re-writes. The School Travel Plan Accreditation Scheme provides initiatives to encourage schools to become an accredited STP school. Schools are awarded a bronze, silver or gold status aimed at sustaining STP's. Haringey currently have 18 schools accredited at sustainable level, 1 school at higher standards level and 1 accredited outstanding school.</p> <p>Additional road safety awareness training is being delivered in secondary schools targeting the age groups most at risk (11-15 year olds) of road traffic incidents. Fifty of Haringey's schools are taking part in the Walk On Wednesdays (WOW) campaign and in September 2007 10 000 pupils were taking part in the scheme. One school has a walking bus route and the team are continuing to work with three further schools to develop a walking bus route.</p> <p>Haringey also provides National Standards cycle training with 308 children trained at level 1 and 300 at level 2. We have been working in partnership with the Metropolitan Police on the 'Safer Cycle Project' giving out information in schools about safer cycling and travel awareness and giving free cycle locks and lights to promote cycle safety. Cycles are also security marked and added to the Met police database. The Met Police Safer Transport Team has also been carrying out Environmental Visual Audits and bus behaviour amongst secondary schools. Currently have 5 schools participating in the Go Bike pilot scheme run by TfL and 4 schools participating in the Bike It project run by Sustrans.</p> <p>All schools have received 1 hour free personal safety training and a theatre in education workshop. Through the Transport Ambassadors Programme, a charity called Peace Child International is working with secondary school pupils to become transport ambassadors. Two secondary schools involved in this scheme and the pupils are trained to deliver key messages to younger pupils and into feeder primary schools.</p>							
CYP2	Be Healthy	Reduction in under 18 conception rate	61.8 per 1000	60.1 per 1000	↑	Red	55.1 per 1000

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
-------------	---------	-----------	-----------------	---------------	-------	--------------------	--------------

Children and Young People's Block

	<p>The 2007/08 target has not been met. Haringey's 2004-06 rate of change in under-18 conceptions - shows a decrease of 1.7 per thousand which is slightly better than the national figure for the same period (decrease of 1.3 per thousand).ONS Annual data for 2006 shows the continued downward trend in the number of under-18 conceptions achieved since 2002 and at 236 is 24.6% lower than 2002 (313) and 4.45% lower than 2005 (247). The rate of under-18 conceptions for 2006 is the same as for 2005 (63.7) but is 16.7 per thousand lower than the 2002 rate (80.4). This decline in rate is better than the national rate of reduction for the same period (2.3 per thousand). However, despite these significant and better than national reductions since 2002, in comparison to 2006 national rates (44.4 per thousand) Haringey's rate of under-18 conceptions at 63.7 per thousand remains high and, because of the steep rise between the baseline year of 1998 and 2002, is 1.4 per thousand higher than the base line year (62.3 per thousand). The following key actions have been undertaken to achieve delivery of this target:</p> <ul style="list-style-type: none"> • The Teenage Pregnancy Data Project is working with GOL to agree a minimum data set and agree collection and analysis systems across LA and TPCT which will improve live proxy data and better inform targeting and measuring impact of support. • A 4YP service remodelling is in development to increase the access by girls and young women, as part of an aim to increase the clinical services available on the 4YP bus and clinics. A pilot polyclinic model is due to start in April 08 which will include sexual and reproductive health for under-20s, women only, at the Lordship Lane Health Centre. The 4YP Nurse has seen 45 young people in non-traditional healthcare settings including a youth centre, teenage parents drop-in and children's centre. Since November 2007, a monthly slot has been established for the 4YP bus at the 6th form Centre. Further support is in place to provide Sex and Relationships Education (SRE) training for all 37 personal tutors. A similar programme will be provided at CONEL, with a fortnightly 4YP bus session at Tottenham Green Leisure Centre next door to the College. • Teens and Toddlers – the sustainability programme is in place with 8 trainee facilitators recruited from Youth Service, Connexions, Teenage Pregnancy & Parenthood, 2 Children Centres and 1 Secondary school. 26 young people identified at risk from 4 secondary schools and the PSC are taking part in the second programme which started in February 08. Evaluation of the pilot programme shows a significant decrease in the number of TP referrals from the schools involved showing a success rate of 95%. • As a result of the mapping exercise of SRE training, a task group has been established to develop an SRE Training Strategy and Programme for all frontline staff working with young people in Haringey to include accredited training at a range of levels. SRE training based on revised teaching pack delivered to School Nursing team and 4 secondary schools – which included TP and Child protection/confidentiality unit). One secondary school requested targeted programme and 15 staff enrolled for phase 5. 						
--	---	--	--	--	--	--	--

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
-------------	---------	-----------	-----------------	---------------	-------	--------------------	--------------

Children and Young People's Block

- The SRE and Prevention Sub Group have identified their key tasks which include development of a Pathways document for young people and professionals, and an 'at- risk' assessment tool for early identification and intervention.
- The Children In Care Sub group has been established to ensure strong use of data and evaluation and to identify specific preventative interventions for Looked After Children, Care Leavers and Unaccompanied Minors/Asylum Seekers.
- As part of the Speakeasy sustainability programme, Level 2 and 3 Speakeasy Courses were run in January 08 targeting professionals from Looked After Children, Care Leavers & Unaccompanied Minors Teams, Children's Centres, HALS, Youth Offending Service and the Teenage Pregnancy & Parenthood Team. Speakeasy training across vulnerable groups, especially looked-after/leaving care and faith communities, is being continued. The programme is set to deliver six NVQ level 2 courses for parents/carers and 1 programme for NVQ level 3 to enable past participants to become trainers themselves.

The NEET Parents Task group now includes the 14 -19 Manager, the Teenage Pregnancy Coordinator and representatives from CONEL and KIS Training, a local training provider. Two full time NCFE accredited courses (Young Mums To Be and Parents with Prospects at KIS Training) have been established (January 2008) targeting 20 NEET parents and parents-to-be. A part time OCN accredited course (Jan 08) called Positive Parenting run by CONEL staff but based in Triangle Children, Young People and Community Centre aimed at (10) hard to reach teenage parents and parents-to-be, followed by a second Positive Parenting programme at Rowland Hill Children's Centre (Mar08) The programme will rotate at a number of Children's Centres across the borough.

CYP3	Be Healthy	Percentage of schools achieving National Healthy Schools status	13% as at Dec 06	64% (51 schools)	↑	Green	60% (47 schools)
-------------	------------	---	------------------	------------------	---	-------	------------------

2007/08 target has been exceeded. 51 schools (64%) in Haringey have Healthy Schools status. The Healthy Schools team is currently moderating 8 schools (2 secondary, 2 primaries, 1 junior, 1 infant, 1 special and 1 faith school). The minimum requirement is a random sample of 10%. All moderating visits have highlighted excellent practice which indicates that the quality assurance processes for self-validation are robust. PSHE Continuous professional Development (CPD) programme phase 5: 7 teachers have accessed Christopher Winter Sex and Relationships Education (SRE) Training and 7 of whom have submitted their portfolios to the national assessors for interim assessment and 2 will be deferred until next year. Further 4 secondary schools and the Sixth Form Centre have been offered SRE training this term.

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
-------------	---------	-----------	-----------------	---------------	-------	--------------------	--------------

Children and Young People's Block

	<p>Activities delivered to support achievement of this target include: 5 Haringey secondary schools involved in HIV/AIDS project in partnership with Enfield. There has been increased involvement of children and young people in Environmental activities this year; through the “make a pledge” system children are demonstrating their understanding of environmental issues and know what they can do to help arrest climate change. 35 schools are now engaged in the Eco-schools programme with 13 achieving Bronze Award and 1 with silver Award. This is a process that actively engages children and young people in the process. 18 schools have entered the Mayor of London- London Schools Environment Award. 10 primary schools were been involved in a climate change project which encouraged children to take individual responsibility with regard to climate change. There has been an increase in the number of schools with Growing Clubs, with many classes having their own gardens. There has been increased involvement in environmental activities from secondary schools with 8 secondary schools including the Pupil Support Centre taking part in an Ethical Fashion competition, raising the issues of the ethical issues around fashion industry. One of the Young people from the PSC was among the prize winners. Pupil Support Centre is taking forward this area by working with TRAIID at both their KS3 and KS4 sites. Pupils at the Pupil Support Centre have been targeted for work on the environment. Young People have been consulted on the creation of project to “Green up” their school. Other positive indications include:</p> <ul style="list-style-type: none"> • 80% school-age children engaged in 2 hours of physical activity; • 70% of all schools with breakfast clubs; • 95% of all schools run after-school/evening activities; Healthy eating programme in place with school meals service meeting national food-based standards and on target to comply with new nutritional based standards; <p>100% of schools with school travel plans</p>						
--	--	--	--	--	--	--	--

CYP4	Be Healthy	Uptake of Chlamydia take up amongst 15-24 year olds	600	Please see below	↓	Red	4768
-------------	------------	---	-----	------------------	---	------------	------

This target has not been met. This is a joint screening programme led by Enfield PCT. The screening programme is opportunistic, depending on young people accepting the offer of screening. Screening is offered in a range of providers (including family planning clinics, termination of pregnancy services, CoNEL, some GP practices), a community outreach programme, and screening test kits that can be returned by post are also available through the screening programme website. The programme has expanded the number of routes in Haringey through which young people can access screening over the past year, including postal kits and a number of GP

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Children and Young People's Block							
	<p>practices.</p> <p>Two projects have been commissioned between PCT and Haringey Council through the Communities for Health programme:</p> <ol style="list-style-type: none"> 1. A local media campaign to raise awareness of the programme and ways to access the screening test 2. A community outreach programme targeting BME communities and young men, building on our HIV prevention programme <p>We are reviewing our emergency hormonal contraception and 4YP service for under 18s and to ensure that Chlamydia screening is also offered through the programme, and are considering a local incentive scheme for GPs/ pharmacists.</p> <p>Continuing to work with family planning consultants to improve access. Ongoing work with antenatal services to increase uptake of screening. All Supporting Teenage Parents staff trained in Postal Chlamydia Screening Programme & plans in place to make screening available through Youth Centres. TPCT LAA funded Contraceptive Nurse for teenagers operating through well established 4YP bus and a new drop-in & at the 5 CCs, a Youth centre and the teenage parents centre.</p> <p>New actions to be undertaken include:</p> <ul style="list-style-type: none"> • Liaising with six Haringey Schools to explore testing within schools to other young people who are over 16 years old. Two schools have responded and testing should start in early April 2008. A follow up letter has been sent to the others. • One site within Haringey Youth Service is now providing testing to young people • Liaising with 4YP Contraceptive Nurse to provide testing within her 'Clinic in Box' weekly sessions • Liaising with Children and Young Peoples' Service to train 'detached and an outreach service' staff via the 'Get on Bus' initiative • Liaising with YMCA Hornsey to train staff to test residents and service users of the YMCA • Liaising with Haringey Drugs Education Programme to train staff to test clients as part of their initial assessment • The second Community for Health bids from Haringey, via EECUK - the number of people continues to increase as a number of volunteers have been recruited and has established working relationships with other BME community organisations. <p>The trust is exploring new ways to get throughput for family planning by piloting incentives.</p>						
CYP5	Enjoy and achieve	Raise standards in English, maths and science in secondary education (NRF	English G:64% JL:67% NP:43% Maths G: 65% JL:56%	See text below	↑	Green	English G: 64% JL: 67% NP:43% Maths G: 65% JL: 56% NP: 55%

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Children and Young People's Block							
		areas)	NP:55% Science G: 57% JL:55% NP:45%				Science G: 57% JL:55% NP:45%
<p>The partnership is expecting to achieve 50% for all subjects despite the target for science for Northumberland Park being set below 50%. All three schools have improved their science results since last year. Gladesmore and Northumberland Park improved their Maths results. Northumberland Park improved their English results and Gladesmore held steady at English. Support plans are agreed with all schools, lower performing schools receive an individual programme of intervention.</p> <p>A number of projects of been commissioned by the CYP Strategic partnership to raise standards in education and narrow the gap between standards in NRF wards and the rest of Haringey.</p>							
CYP6	Enjoy and achieve	Percentage of 11 year olds achieving level four in English, maths and science at KS2	English – 75%, Maths – 70%	English – 76% Maths – 74%	↑	Green	KS2 English 75% KS2 maths – 75%
<p>2007 outcomes</p> <p>Achievement at the end of KS2 has improved ahead of the national figures. We have met our English target and narrowly missed our maths target by 1%. Value added KS1 to KS2 is above the national, 100.1 compared to national 100.0 putting Haringey in joint 44th place out of 150 local authorities. Intensive support for literacy and numeracy is in place in all schools achieving less than 65% level 4 in English and mathematics at the end of KS2. Support for targeted schools is to improve planning and assessment for learning to ensure all pupils learning needs are met. This support is being delivered through schools' participation in a number of Primary National Strategy and local authority programmes, including the Intensifying Support Programme, the Black Children's Achievement Programme, the English as an Additional Language Programme and the Targeted Pupil Initiative, all of which continue to have a positive impact on the standards achieved.</p>							
CYP7	Enjoy and achieve	Percentage of 16 year olds achieving 5 or	5+A-C: 51.7% 5+ A-G: 79.3% (inc. English and	5+ A*-C - 56.2% 5+ A*-G - (inc. English and	↑	Green	5+ A-C: 57% 5+ A-G:81% (inc. English and

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Children and Young People's Block							
		more GCSEs at grades A-C and A-G especially looked after children (LAC)	maths)	maths) 84.4% 5+ A*-C for LAC - 27.5% 5+ A*-G for LAC - 50%			maths) 5+ A-C for LAC: 21%
<p>Since 2001 Haringey has improved by 25.3% in the main 5+ A*-C compared to the national increase of 12.0%. The 19.1% gap between Haringey and the national has now been reduced to 5.8%. This year Haringey saw its results improve by 4.5% (national 2.8%). The 5+ A*-C (including English and maths) indicator shows the significant challenge facing Haringey schools in their drive to improve standards. In this indicator Haringey has improved by 10.5% (since 2002) compared to the national increase of 4.6%. Haringey however remains 9.3% below the national. In comparison with statistical neighbours Haringey's progress in the 5+ A*-C indicator has been better and in line with the 5+ A*-C (including English and maths). Schools below the 50% target in core subjects in 2007 had a support plan which included results, key areas for focus and the areas of support to be provided. This is linked closely to the priorities for improvement in the core subjects and is then the focus for the deployment of Haringey and external consultants.</p>							
CYP8	Enjoy and achieve	Percentage of 19 year olds with level 2 qualifications	62% (1491)	Expected later in year. Please see comment below.	↑	Green	59%
<p>The out-turn for 05/06 academic year has been confirmed as 62%, whilst the 06/07 result has been confirmed as 66% showing the positive work with 14-19 year olds and exceeding the without stretch target for the third year of the agreement, the with stretch target is 68.5% by 2010. The 07/08 result is expected in the latter part of 2008 which will confirm our year one result. Good strategies are in place to raise participation and achievement through the development of a broader more personalised curriculum. Previous and sustained progress at the end of Key Stage 4 will translate into higher attainment at 19 in future years. Key actions undertaken to deliver this target include:</p> <ul style="list-style-type: none"> Specialised diplomas developed in Construction which will be delivered from September 2008. a further five diplomas will be delivered from September 2009: Creative and media; Society health and development; hair and beauty studies; Hospitality; and Information Technology Haringey Sixth Form Centre recruited above planned numbers (560) in September 2007, increasing the vocational and A level offer to Haringey Young people 							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Children and Young People's Block							
	<ul style="list-style-type: none"> Progression Pathways were embedded through increased flexibilities, Key Stage 4 School Engagement programme and young apprenticeships NEET strategy supported through increased offer at key Stage 4 and Post 16.						
CYP9	Achieve economic wellbeing	Percentage of 16-18 year olds not in education, employment or training	13.2%	9.1% (319 young people)	↑	Amber	12.3% (stretch 11.6%)
<p>As at March 08, 319 or 9.1% of Haringey's young people (in a cohort of 4,656 16-18 year olds) were not in education, employment or training (NEETs), continuing the improving trend and exceeding the 12.3% target for 2007/08. The November to January 3 month average on which performance versus target is measured is 10.4% and hit our NEET target for 2010 and our LAA stretch target for 2009. There has been a marked reduction in the percentage of NEETs compared with last March (13.2%) although current levels remain higher than comparator boroughs.</p> <p>There has also been a sizeable reduction in the 'unknowns' which increased to 9.6% in March 08 (from 8.9% last month) but remains slightly below last March (9.7%) however the three month average November to March is 10.5% which is higher than the condition of 9.9% on the stretch target. This relates to 446 young people whose situation and status regarding employment, education or training is 'unknown' as at March '08.</p> <p>Connexions commissioned a range of reports in 2007/08 to better understand the young people who make up the NEET group. This has included analysis of young people who move from EET to NEET; teenage pregnancy and NEET; and a detailed review of the NEET strategies currently in place. This analysis has been used to better inform the actions taken to address NEET and the range of approaches to get young people back into education, employment and training including: better and earlier identification of the young people needing intensive support; increased focus on new entrants to NEET; using a triage type system to get immediate support for young people when they first present as NEET; improved follow up and review of young people who are NEET.</p>							
CYP 10	Improved health and reduce health inequalities	Reduce infant mortality by reducing % of expectant and new mothers who	smoking 11.4% breastfeeding 86%	Dec 2007 smoking rate - 8.5%. Dec 2007 breastfeeding initiation rate in -	↑	Amber	Smoking 5% : Breastfeeding 84%

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Children and Young People's Block							
		report smoking and increasing % who initiate breastfeeding		89.1%. (final data due).			
	<p>December 2007 smoking rate was 8.5% (final data for 07/08 is being collated and will be available in June) Breastfeeding initiation rate in December 2007 was 89.1%. The Infant Mortality Action Plan has been adopted by the Children and Young People's Strategic Partnership Board. Key actions undertaken include:</p> <ul style="list-style-type: none"> • A stakeholder event in Northumberland Park in July 07 and West Green ward on November 07; where professionals working in the area were invited to discuss issues relating to infant mortality and low birth weight and how these issues could be addressed. • Money from the Neighbourhood Renewal Fund has funded a Smoke Free Homes project targeting families with children under 5, inviting them to make a promise that they will not smoke/or restrict smoking in the home. Health visitors and Children's Centres are involved in raising the issue of smoking with families and will be key partners in promoting this project. It is anticipated that as a result of the project there will be an increase in referrals to the Smoking Cessation Service; • A midwives as first point of contact pilot project was established in December 2007 at Park Lane Children's Centre to encourage women to book earlier in their pregnancy in order to receive advice at the earliest opportunity to promote good outcomes for mother and baby, and; <p>A Health Equity Audit investigating inequalities in booking is underway, focussing on women who book before 12 weeks and after 22 weeks in pregnancy. The recommendations from the audit will give a clearer picture on why women book late; who is booking late and how inequalities can be reduced.</p>						
CYP 11	Vulnerable children	Initial assessments completed within timescale	76%	88%	↑	Green	78%
	<p>Outturn for March 08 is 88%, exceeding our target of 78% and improving on the 76% achieved in 2006/07. Children and Families Assessment Services have been restructured and there is now one point of access for assessment work. In addition to this the Service Manager for the Assessment and the Children in Need (CIN) service has a direct link to the Children's Networks through the network panel with other managers having a liaison role.</p>						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table							
LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Children and Young People's Block							
CYP12	Vulnerable children	Participation of LAC at reviews	98%	97%	↑	Green	97%
	Provisional March outturn is 97% of children and young people that gave their views to their reviews. This is equal to the target and good compared with the 2006/07 statistical neighbour average of 87%. Independent reviewing officers (IRO) continue to see each young person prior to their review. IROs also visit any young person who does not attend their review to ensure their views have been represented.						
CYP13	Vulnerable children	Number of LAC adopted	7%	8.9% (28 children)	↑	Green	7%
	Target has been exceeded in March 08 with 28 children (8.9%) having been subject to adoption or special guardianship orders. This is an increase from the 24 in 2006/07, 8.8% of children in care for six months or more compared with our 2006/07 statistical neighbour average of 7.8%. A strong focus on partnership work between children in care social work teams, adoption specialists, Haringey legal team and the Independent Reviewing Officers has enabled us to exceed the target. It represents steady and sustainable progress where the main objective is to ensure that as many children as possible have the opportunity to benefit from permanent care within a family with legal security. For a significant number of these children this also allows them to continue to live within their family and kinship network.						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table							
LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
SSC 1	Reduce overall crime and narrow the gap	Reduction in overall British Crime Survey comparator recorded crime	18,606	18,374	↑	Red	17,211
<p>Despite missing its challenging 20.5% target, Haringey has improved its performance this year compared to 2006/07. There were 18,374 BCS comparator crimes this year, 6.7% above the BCS target of 17,211, but a 1.2% improvement (231 fewer offences) on the previous financial year. Haringey's strong performance during the second half of the financial year recorded a 3.3% drop in the number of offences for October to March compared to the same period last year.</p> <p>Reductions were seen in six of the BCS comparator crimes significantly for the offence of personal robbery (24.8%), theft of motor vehicle (10.3%), wounding (8.8%) and theft from the person (8.7%). Four BCS comparator crimes increased; criminal damage (12.5%), theft from a motor vehicle (9.0%) and burglary (6.2%). Motor vehicle interference also increased by 28.6% but this was only 12 additional offences. Haringey had above average number of BCS comparator crimes (81.42 per 1,000 populations) ranking fifth compared to its 'Most Similar' CDRPs³, similar to the previous year's performance.</p> <p>Youths accused of BCS comparator crime has also fallen significantly by over a quarter this year, particularly for personal robbery (28.4%) and GBH (64.3%) offences. With the exception of domestic burglary, criminal damage and theft from MV offences Haringey's overall performance on serious acquisitive crime, serious violence and youth crime has improved this year. Burglary has traditionally been a challenging area in the Borough due to large number of multi-occupancy dwellings in certain areas that impacts on the number of burglaries reported. We are working with our partners to find solutions to the problems presented by multi-occupancy premises. Analysis has shown that criminal damage is largely driven by business-related crime specifically in gambling venues. Partnership efforts in these areas continue, including working with Licensing to tackle business-related criminal damage.</p> <p>Key actions delivered to meet this outcome include:</p> <ul style="list-style-type: none"> • Targeted crime reduction operations carried out through joint partnership working including: Operation Tailgate - the latest 							

³ iQuanta comparisons are made using Most Similar comparison groups. These groups provide a benchmark for comparison of crime rates with similar areas elsewhere in England and Wales. The Most Similar CDRPs to Haringey, making up the 'Haringey Family', are: the London boroughs of Brent, Croydon, Ealing, Enfield, Greenwich, Hackney, Hounslow, Lambeth, Lewisham, Newham, Southwark and Waltham Forest, plus Birmingham and Leicester.

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<p>operation resulted in the identification of 26 stolen vehicles and five arrests. Officers who contributed to Operation Tailgate include Metropolitan Police Officers from Street Duties Team, Street Enforcement Wardens (SEW), Street Enforcement Officer's (SET) UK Immigration Officers, TV Licensing officer, Customs and Excise officers, Inland Revenue officers, EDF theft of energy officers and Tactical Enforcement Officers cracking down on businesses that do not have a trade waste contract, businesses in breach of licensing offences - premises containing unlicensed alcohol and unlicensed payout gaming machines, properties suspected of energy theft offences; operation Q Cars and Operation Butler (described in more detail in S&SC2); Operation Blunt (the MPS strategy to address knife crime) is now mainstream activity for all Safer Neighbourhood Teams.</p> <ul style="list-style-type: none"> • Safer Neighbourhood Teams and the Safer Transport Team carry out high visibility policing in hotspots at key times. This has proved very successful in the Wood Green area. • Development of data, intelligence and joint analysis: Joint analysis is supporting Area Based Working, Safer Neighbourhoods and other partners (e.g. Planning Services); the fourth Partnership Data Report was published in January 2008; Training in the use of the Crime, Disorder and Anti-Social Behaviour Information Sharing Protocol has been provided to all relevant partners. • The CCTV Scrutiny review has been completed and the recommendations have been implemented. • Crime Opportunity Profiling exercises; Crime Opportunity Profiling of Streets resulted in improved lighting in two acquisitive crime hotspots and the installation of a new fence on one estate. • Targeted Crime Prevention programme; a range of targeted crime prevention campaigns have been carried out throughout the year. For example for a three week period in December and January, a 'posters on wheels' van drove around burglary hotspots in the borough. This campaign may have impacted on the number of burglaries, with February having the lowest monthly figure since September 2007. Stickers reminding vehicle owners to take all of their belongings with them were posted on every pay and display machine in the borough. • Application of the ASB legislation: ASBAT, Police and CPS have agreed to hold periodic post-conviction ASBO case management meetings. <p>Forensic assessments in custody: A psychiatric nurse dedicated to Haringey Police Stations is available from 5pm-9pm, Mon-Fri to assess mentally ill detainees in a custodial setting.</p>						
SSC 2	Reduce overall crime and narrow the gap	Reducing personal robbery by 6%	1804	25.9% reduction	↑	Green	6.2% reduction (1692 offences)
<p>In the performance year to date (April 07- March 08), Haringey has achieved a 25.9% reduction in the number of personal robbery offences in comparison with the same period last year. A number of initiatives in place have contributed to this reduction:</p>							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<ul style="list-style-type: none"> Operation Curb, a London wide operation to tackle violence among young people whereby London boroughs proactively target known offenders and increase patrols to reassure local communities. Young people under 20-years-old who are involved in serious violence are the focus of borough intelligence teams, who seek to engage with and work with the youths to reduce their risk of further offending or of becoming a victim. Operation Butler targets after school robberies and has undertaken successful initiatives on buses and at bus stops. This project is now supplemented by the Safer Transport Team, which was launched in April 2007, and is dedicated to improving safety and reducing crime and anti-social behaviour in and around transport hubs and for reassuring the public. The team provide high visibility patrols in three areas across the borough: from Wood Green to Turnpike Lane, Seven Sisters and Bruce Grove. According to figures provided by the Transport Operational Command Unit, robbery on Haringey's transport has reduced by 30%. Q-Cars, a dedicated rapid response team including 15 Constables, 1 Sgt and an Inspector (part-time), respond to robbery reports at the scene and conduct a thorough investigation working closely with the Borough Intelligence Unit and the Robbery Squad. The Q Car team operate 7 days a week and there are between 1 and 3 cars on the road at any one time. The high quality information gathered by the Q-Cars team contributes to successful convictions. It is also reducing false reporting and contributing significantly to increased victim confidence and intelligence gathering. The successful rapid response Q cars continue to maintain high performance against this stretch target and pump priming has been further invested in this service. Haringey also has a dedicated video identification suite. The team can provide a controlled identity parade within 24 hours of a robbery occurring. The short time frame within which such parades are arranged has contributed to a positive identification rate of 55%. Digital video sentries are operating well at hot spot locations. <p>The Borough Intelligence Unit includes a dedicated robbery focus desk, responsible for ensuring an intelligence-led approach; providing data analysis and research relating to robbery locations, victims and suspects.</p>						
SSC3	Reduce overall crime and narrow the gap	Reduce the proportion of adults and young offenders, and prolific and other priority offenders who re-offend	YOS 31.9%	36.5%	↓	Red	29%
			Adult PPO 40 on list	30% (12) removed from list.	↑	Green	10% (4) removed from list

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<p>The adult PPO programme has 40 offenders on the list at any one time. The type of offences the programme is focussing on is robbery, burglary and motor vehicle crimes, but also identify offenders from NOMS – Probation, DIP. The target for 2007/08 has been exceeded with 30% (12) Adult PPOs removed from the list, against a target of 10% (4). For the period October – December 2007 11 PPOs were removed from the list due to reduced or stopped offending. 14 were in custody, 10 under active supervision in the community.</p> <p>Re-offending rate of young people has increased to 36.5%. A pilot meet and greet scheme is underway for the first time for Haringey prisoners in the run up to their release with provision for back-up support and guidance.</p>						
SSC 4	Reduce overall crime and narrow the gap	Reduction in overall British Crime Survey comparator recorded crime (NRF areas)	1,468 (reduce by 4.1%)	1,814 across NRF wards (a rise to 7.2%)	↓	Red	1,350 (reduce by 4.1%)
	<p>Eight of Haringey's wards are within the 10% most deprived and include: Bruce Grove, Noel Park, Northumberland Park, Seven Sisters, St Ann's, Tottenham Green, Tottenham Hale & White Hart Lane.</p> <p>During the period April 2007 – February 2008 two of the eight wards, showed reductions in overall BCS comparator recorded crimes compared with the same period last year. Both of these wards achieved year-on-year reductions notably better than the borough average 3.3% increase. Noel Park achieved a 7.4% reduction on the previous year for BCS comparator recorded crimes and St. Ann's achieved a 4.3% reduction.</p> <p>The remaining NRF wards saw increases although Tottenham Hale increased by 3.2%, below the borough average. Three of these wards showed significant increases: Seven Sisters (24.1%), White Hart Lane (21.9%) and Tottenham Green (14.3%). Collectively there were 1,814 BCS comparator crimes in all eight NRF wards; a rise of 7.2% compared to a 0.2% increase at borough level resulting in a red rating been given to this target.</p> <p>A significant amount of successful joint activity has taken place in Noel Park, resulting in record sanctioned detections. Haringey is in the top quartile of the MPS performance for detections this year and ranked first for domestic burglary. However, there has been a corresponding increase in recorded crime. A straw poll showed that people feel safer in the area since the increase in targeted activity. Targeted activity included:</p> <ul style="list-style-type: none"> • The 'Say Yes Challenge' involved mentoring 56 children from St Thomas More in Noel Park over several months to work as 						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<p>enterprises and come up with crime reduction ideas. The scheme was a great success, generated a lot of good publicity for the partnership and will be repeated.</p> <ul style="list-style-type: none"> • The Safer Transport Team has a team of 8 PCSOs who deal specifically with the Wood Green/Turnpike Lane transport corridor. • Street Pastors have been deployed at peak times in key areas in Noel Park. • Operations Blunt and Butler are ongoing. • Test purchase operations are ongoing. • Partners support each other via the Area Based Working meetings to identify crime, disorder and environmental issues in Noel Park and work together to solve them. • The Community Safety Team provides regular ward crime summaries to key partners in Noel Park (e.g. Neighbourhood Managers) to identify and monitor crime trends. • Victim Support has increased the focus of work with young people with their weekly 'out-of-hours service' and have a new adult's weekly drop-in. The total number of young people referred was 2,883, 88% received a follow-up service and 12% took up the service. Working in schools has taken off with secondary schools including Woodside High, workshops with 'Prison Me No Way' and some trained volunteer caseworkers are working with serious crime. • This year has seen Haringey Council invest in thirteen (13), new CCTV cameras. These are located at the key travel hubs and crime "Hot Spots" throughout the borough. The police now provide a weekly briefing package that is directly fed into the CCTV control centre. This has improved awareness of the crime trends, patterns and individuals who are believed to be offending. We have seen police officers and PCSOs regularly working within the CCTV control room, this is a two way process designed to coach the operators and at the same time seek/gather evidence of offending as it happens. • The default patrol location for the Borough action team and posting location of the CCTV van is Wood Green High Road with particular reference to Hollywood Green and Turnpike Lane. The boroughs safer transport team also prioritise their patrols within the same area whilst regular operation Butler deployments at the end of the school day have also focussed on Hollywood Green. <p>The 'Basket of 10' crimes are down overall in Noel Park by 7.4% in FYTD0708 compared with FY0607.</p>						
SSC 5	Reassuring the public, reducing fear of crime	Reduction in number of adults in fear of being a victim of crime	54%	Indicative result of 46%	↑	Green	52%

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<p>This indicator is measured in the Residents' Survey annually which was last conducted in January 2008. Results indicate a drop in local concern about crime and fear of crime within the borough from 54% to 46%. Satisfaction with policing has also improved.</p> <ul style="list-style-type: none"> This could be due to a number of factors including: Communications partnership strategy drafted and all key principles agreed by the Safer Communities Partnership and Council. The development and resourcing of this work has been delegated upwards to the HSP and Head of Communications for an overall response to partnership communications. Results due in May/June 08 SSCF capital expenditure has been aligned to this target and strategically managed by a multi-agency sub group of the SCEB. A large proportion of this funding was spent on public reassurance in the form of lighting, environmental improvements, crime prevention alarms etc. which were evidence-led and subject to scrutiny A cross-departmental group was put in place to deliver the ENCAMS Criminal Damage action plan. Key changes have been made to the operation of teams such as the graffiti team and the joint use of data and analysis is ongoing. This work is being led by Enforcement <p>Neighbourhood Policing continues to be very successful and popular in the borough and is reaching a wide audience. Safer Neighbourhood Teams are fully operational in all 19 wards, working closely with partner agencies and local residents in relation to problem-solving, community intelligence, local priority setting and area-based working. This relationship has thrived and really moved on since the appointment of the Community Safety Development Officer and Deputy Manager in June 2007.</p>						
SSC 6	Reduce the harm caused by illegal drugs	Reduce public perception of local drug dealing and drug use as a problem	49% perceived it as a very or fairly big problem	Please see below	➔	Amber	TBC
<p>The Communities & Availabilities Task Group – (DAAT/ Police and treatment agencies) have developed a strategic approach to tackling the supply of class A drugs in the borough. Co-ordination/outcomes of Police Drug Test Purchase Operations and crack house closures are co-ordinated through this group. Information campaigns on the range of drug services in the borough include: Haringey DAAT Directory produced in June, both a web based directory and a paper based directory which has been widely distributed; DASH advertised their treatment services in the local paper in several consecutive weeks in June; On 30th June during National Treatment Awareness Week all treatment services in Haringey jointly publicised the services available to the local public in the Mall Wood Green. This was a great success. In addition a comprehensive publicity campaign aimed at getting users into treatment and increasing the</p>							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	awareness of risks of crack use and cannabis use planned for 2008. DAAT delivered a series of drug awareness training sessions during the year for residents, professionals and services users as part of the DAAT's ongoing substance misuse training programme.						
SSC 7	Reduce the harm caused by illegal drugs	Local KIN questionnaire rolled out via safer neighbourhood teams	N/A	Please see below	→	Amber	
	As detailed above in SSC 6. The survey was rolled out in Feb 07. In the first six months 476 responses were received. Results from this cohort indicate that 50% perceived drug use as a problem in their neighbourhood.						
SSC 8	Reduce the harm caused by illegal drugs	Increase the number of PDUs entering drug treatment	1348	Please see below	→	Amber	1475
	<p>There has been a steady upward trend in performance of numbers in treatment following the successful re-tendering and tendering of a new service for primary crack cocaine users. The below activities indicate the volume of work supporting delivery of this target:</p> <ul style="list-style-type: none"> The DAAT is increasing the drug treatment provision in Haringey to meet the diverse needs of Haringey's population. It is increasing access to drug treatment services and increasing outreach and signposting to services. The DAAT commissioned its Drug Intervention Programme (for adult drug misusing offenders). The provider (CRI) continues to work with all adult offenders who test positive for Class A drugs at the point of arrest. A number of the targets are being met, other such as engaging individuals in drug treatment have historically proved more difficult but are close to being fully met. The DAAT commissioned a new stimulant service targeting primary crack cocaine users. The provider (Eban) has been fully operational since Feb 08. A new young persons service has been commissioned, increasing the age limit from 13-21. The provider (In-volve Haringey) started operating in July 2007. DASH Drop in service was relocated to a more central location within the borough in Feb 07. This was followed by a re-launch of the service in June and a publicity campaign in local press and the new treatment directory. 						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<ul style="list-style-type: none"> BuBIC continues to provide street outreach services within the borough and has increased its provision to four nights per week as part of the new stimulant service to engage hard to engage user groups into treatment. A new Hospital Liaison Worker has been commissioned and is in post, to increase referrals from Tier 1. <p>All treatment agencies have reviewed and extended their opening to increase accessibility, availability and the numbers entering drug treatment.</p>						
SSC 9	Reduce the harm caused by illegal drugs	Increase the % of PDUs retained in treatment for over 12 weeks	68%	86%	↑	Green	75%
	<p>Performance is above target with 86% of PDU's sustained in treatment for more than 12 week. The performance was achieved and maintained through improving the quality and range of drug treatment provision available within the borough. Such as:</p> <ul style="list-style-type: none"> A new commissioned stimulant service to meet the needs of primary crack cocaine users, Eban commenced in September 07. New crack poly drug service moved into building in February 08 and is now offered full range of services to poly drug crack users. DASH retention rate continues to rise to 84%. Increased the number of GP's involved in GP shared care to assist sustainable outcomes - new GP liaison lead has been appointed to develop the shared care scheme and facilitate further GP recruitment. Two new GPSI's now commissioned to deliver drug treatment services via shared care model; Expanding structured psychosocial interventions by both purchasing counselling hours from a recognised counselling organisation and by ensuring that tier three services address the needs for trained counsellors in their workforce development strategies. Eban the new stimulant service has appointed a counsellor to increase the provision and is now delivering structured counselling to drug users, families, partners and friends; DAAT is continuing to commission services to meet the diverse needs of drug using population through commissioning BUBIC peer led support service, Turkish community engagement worker, Somali Khat worker and SHOC for sex workers (now expanded to provide tier 3 treatments). DAAT continues to implement the service users' strategy which supports users to be involved in the planning and commissioning of local services. To support this process a specific tailored training was commissioned and the first phase of this training took place in July. A survey developed and analysed by the service users was presented to the DAAT partnership 						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
-------------	---------	-----------	-----------------	---------------	-------	--------------------	--------------

Safer and Stronger Communities Block

board and the DAAT is currently considering a proposal for a new advocacy and mentoring scheme. Service users now sit on strategic boards and more recently carers are part of the planning and commissioning process.

- DAAT commissioned Westminster Kingsway College to deliver NVQ level 3 in Health and Social Care training to unqualified staff - 40 staff working towards this and Thames Valley University was commissioned to deliver NVQ level 4 Management - 16 staff working towards this. The target of 60% of professionally qualified staff participating in continued professional development is being achieved.
- Care Plan audit undertaken – result to be actioned in 2008 treatment plan.

SSC 10	Reduce the harm caused by illegal drugs	Vulnerable young people screened for substance misuse, specialist assessment in 5 days and early intervention treatment within 10 days	05/06 Outturn 90% target 85% 06/07 outturn 100% target 100%	Please see below	↑	Green	Outturn 100% target 100%
---------------	---	--	--	------------------	---	--------------	--------------------------

The below activities indicate the volume of work being undertaken to achieve this target. The DAAT needs assessment 2007/08 is looking at gaps in service. Part of the gaps identified is data collection. The DAAT will be working with these service providers to produce protocols, which ensure the access of vulnerable young people into treatment.

- DAAT is ensuring that all agencies working with vulnerable groups have the capacity and tools to screen for substance misuse. To enable this two specialist workers have commenced work at the YOS dealing with substance misuse issues, and the YOS is to register as a 3 tier treatment agency in March 08, hence decreasing waiting time that would otherwise occur if referred elsewhere. All young people supervised by the YOS are screened and assessed for substance misuse within the given time scales. Performance is at 100% for first 3 quarters of 2007/08.
- The new specialist substance misuse service targeting vulnerable groups between the ages of 13-21 has been operational since July 07.
- DAAT has commissioned two posts within the Children and Families division of the Children's Service to work with families with substance misuse issues. A worker has already been recruited and is attached within the Looked After Children section, the

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<p>second post is still to be recruited to. These post holders have screening within their remit in order to increase the capacity within the service to deal with drug and alcohol use and ensure quick referral to appropriate services. As per guidance within the new drug strategy, the Common Assessment Framework will be the screening tool adopted.</p> <ul style="list-style-type: none"> The DAAT has commissioned and recruited to Vulnerable Persons Worker to work in schools and pupil support centres. The Drug Advisor post previously commissioned to work with teachers is being mainstreamed. COSMIC continues to work with under 12 year olds using substances and families and children affected by substance misuse. 						
SSC 11	Build respect in communities and reduce anti-social behaviour	Increase the percentage of people who feel informed about what is being done to tackle anti-social behaviour	24% feel very or fairly well informed	24%	↑	Green	24%
	<p>24% of residents felt very or fairly informed about what the council is doing to tackle anti-social behaviour – higher than the London average of 22%. Activities to support this work include:</p> <ul style="list-style-type: none"> A new ASB leaflet has been produced explaining service, this is available from all housing offices and customer services offices. Residents are provided with a victim support pack, when their case has been allocated to an ASB worker. Hate Crime Publicity campaign /Hate Crime Harassment launch. Publicise successful work to tackle anti-social behaviour including providing information on ASBO publicity on affected estates and by leaflets drops put through doors; Press releases provided on all significant activity, e.g. Brothel Closures/ASBOs/Dispersion Orders etc. and any other action taken to protect the community; affected areas are regularly leafleted and successful prosecutions published. Use of Haringey People and Home Zone to raise awareness and publicise service and enforcement action taken to protect the public; regular feature in Home Zone re ASB and within Haringey People as and when required. ABAT to be featured in National Journal in May 2008. 						
SSC 12	Build respect in	First time	338	426	↑	Green	5% reduction on

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	communities and reduce anti-social behaviour	entrants to the youth justice system					05/06 position (outturn 426; target 429)
<p>Final outturn for first time entrants to the youth justice system for 07/08 is 426, we have achieved this target. Re-offending rate has increased to 36.5%. The YOS in partnership with other agencies worked to ensure that 75% of young offenders concluding their orders are in full time education, training or employment by 2008. This compares favourably to the overall figure of 65.8% last year. The role of the learning mentor has been instrumental in increasing numbers in education – 81.2.1% compared to the overall figure of 77.1% for last year. The KYPE worker (keeping young people engaged) has recently started and will be concentrating on the post 16's as they remain our major challenge with only 69.9% in ETE. These staff, together with Connexions, now form a discreet ETE team within the YOS. The YOS is also working with victims to ensure they participate in restorative processes in 25% of cases that come to the attention of the YOS. Final figure for 2007/08 is 8.4%. The number of children and young people requiring services from the YOS has increased steadily over the past 7 years since the YOS was established. In April 2007, the casework stood at 505 young people an increase from 414 in December 2006 and 331 in 2002.</p> <p>Key actions in place include:</p> <ul style="list-style-type: none"> • YOS review of referral of siblings of young people already in the youth justice system from intervention teams to prevention team; review completed and the systems set in place in August 2007 after the prevention team co-located with the rest of the YOS. • YISP to be re-launched to partner agencies to increase referrals of children and young people not involved in CJS; number of road shows were carried out particularly within schools to increase referrals from young people at risk. Service re-launched during 2008/09 • YOS to deliver a series of Weapons Awareness programme and evaluate outcomes; number of programmes have taken place at the YOS, local schools and summer play schemes. Evaluations of programmes in progress. 							
SSC 13	Build respect in communities and reduce anti-social behaviour	Decrease the % of people who feel that parents not taking responsibility for the behaviour of	61% consider this as a big or fairly big problem	Please see below	↑	Amber	60%

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
		their children is a problem for their local area					
<p>Haringey performs slightly worse than the London median for this indicator.</p> <p>ASBAT The Anti-social Behaviour Action Team Family Support Service is now up and running. The service is made up of the Senior Parenting Practitioner and two seconded support workers from the floating support service (HARTS). The ASBAT Family Support service offers one to one sessions with parents and carers as well as parenting classes over a 13 week period, to equip those responsible for their children’s behaviour with improved parenting skills and techniques. Research has shown that investing in parents in this manner does achieve positive results and behaviour inside and outside of the home improves dramatically. Engaging in the programme may prevent the ASBAT having to take further enforcement action against parents and their children and maintain tenancies. The parenting classes are held at the West Green Resource Centre every Tuesday and attendance has been running at around 90% each week. Already the Senior Parenting Practitioner has been able to see the difference the support offered has made to the parents on the programme. A key focus of the work is engaging parents through Strengthening Families Programme delivering 13 week parenting programmes with ongoing support for a further six months in partnership with Youth Offending Service Parenting Officers, targeting families within communities, and referring young people engaged in anti-social behaviour to other diversionary activities available within the borough.</p> <p>YOS Through the Youth Offending Service two Parenting Workers have been recruited working in collaboration with both parents with young people known to YOT and families in the wider communities to empower them to communicate and manage difficult situations regarding their young people more effectively. KPI for parenting has changed to ensuring that “20% of young people with a final warning with intervention or relevant community based penalty or DTO, their parent/carer(s) receive a parenting intervention” – this has increased from 10% in previous years. The parenting workers assess parents of any young person scoring 2+ on the family and relationships section of Asset. Once a parenting worker is appointed to the prevention team, they will work closely with the ASBAT to prevent anti-social behaviour. Presently engage families through a three tier system:</p> <ul style="list-style-type: none"> • Voluntary system – which accounts for 95% of all case loads; • Enforced System through Parenting Orders etc – accounts for less than 5% of all cases; • Parenting Contracts 							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	Parenting officers currently delivering <ul style="list-style-type: none"> • 8 week parenting programme developed by YJB called Escape. This is a closed group targeting families on both voluntary basis and through POs. • Bi-weekly drop in, focusing on information sharing, presentation from key speakers on specialist areas of concern etc and delivering stress management and other holistic approaches to managing difficult situations • Speak Easy Course – empowering parents to better communicate with young people • 13 week programme Strengthening Families • Provide assessments all parents of those in custody YOS is member of the family support steering group. The YOS prevention team has published and disseminated via the website and publicity materials to agencies within the borough - Haringey's Safer Parenting handbook.						
SSC 14	Build respect in communities and reduce anti-social behaviour	Decrease the % of people who feel that people not treating other people with respect is a problem in the local area	58% consider this as a big or fairly big problem	Please see below	↑	Amber	56%
Haringey performs slightly worse than the London median for this indicator. ASBAT ASBAT works with local communities and partner agencies to tackle issues of anti-social behaviour within the borough, taking action against perpetrators of serious and persistent cases of ASB. Activities undertaken to support delivery of this target include: <ul style="list-style-type: none"> • Good Neighbour Agreements -Mountview Estate: The ASBAT has been leading on and assisting Homes for Haringey (HfH) to introduce a Good Neighbour Agreement (GNA) on the Mountview Estate. GNA's are one of the objectives within the Government's RESPECT action plan and Mountview was chosen as a pilot. The GNA facilitates residents being able to put forward their own ideas to improve behaviour on a particular estate and an agreement is drawn up which all residents sign. So far, all of the consultation with residents has now been completed and their ideas have been collated. The ASBAT has passed 							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<p>this on to HFH for them to produce the final printed agreement and hold a launch event on the estate. The launch and details of the agreement will be publicised within Home Zone and Haringey People.</p> <p>Campsborne Estate: The ASBAT has been working on this estate for around two years but there have been problems in getting residents to make reports to the team of ASB incidents they are aware of. In an attempt to increase resident confidence in making ASB reports, the ASBAT carried out a door knocking exercise to all 530 properties on the estate. Officers spoke to residents and explained how to make reports to the team as well as leaving them with a reporting form to send directly to the office. Details of this initiative were picked up by the national press and an article appeared in the February edition of Children and Young People Now. In addition, two more initiatives have been put in place, predominately targeted at young people: MSN messaging service –this allows young people in ‘real time’ to chat in private with an ASB officer should they be concerned about any ASB issues on the estate; and Text Messaging –the ASBAT can receive texts about any issues residents and young people on the estate are concerned of.</p> <ul style="list-style-type: none"> • Park View Academy –Crime Awareness Day: For the second year in succession, the ASBAT held ASB workshops with year 9 pupils as part of their crime awareness day. Officers explained to pupils about ASB, the impact it has on the community and the repercussions. The sessions then allowed the pupils to come up with their own design for a community vision poster and identified areas young people were concerned about. There was a clear message from the pupils that Drugs, Gun and Knife crime were a real cause of concern. The ASBAT look forward to future events at Park View and other schools that are programmed throughout the year. <p>YOS</p> <p>Through the YOS Reparation Project, young people committing crimes within local communities are expected to complete a set number of reparation hours as part of their orders. This can involve reparation to the individual victim or to the local community and the intention is that the work should increase the young personal awareness of the consequences of their offending. The range of reparation projects have increased with valuable links made with Tottenham Hotspurs and Better Haringey.</p> <p>Over the past 9 months at the Haringey YOS there have been 221 referrals for reparation; 198 young people finished their reparation hours; altogether the young people in Haringey covered 390 hours of reparation both in group and in one to one sessions.</p>						
SSC 15	Build respect in communities and reduce anti-social behaviour	Reduce people's perception of	Noisy neighbours	Please see below	➔	Red	28%
		ASB using: Noisy neighbours;	Teens hanging about 56%	Please see below	⬆	Amber	56%

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
		Teenagers hanging around;	Rubbish 68%	Please see below	➔	Red	62%
		rubbish and litter;	Drunk 31%	Please see below	↑	Amber	30%
		people drunk;	Abandoned vehicles 20%	Please see below	↑	Amber	18%
		abandoned cars, vandalism and	Vandalism 46%	Please see below	↑	Amber	46%
		people using drugs	Drugs 49%	Please see below	↑	Amber	48%
<p>Noisy neighbours or loud parties Enforcement Response Out of Hours - The service was launched at the start of 2008. We aim to respond to service requests within 30 minutes and to visit, where this is necessary, within 60 minutes 90% of the time. Overall we have achieved this target 90% of the time for the (initial response) and 83% of the time for the visit. Over the last year we have undertaken over 2,000 site investigations into noise resulting in over 500 official warnings and abatement notices. In addition 28 offences for noise nuisance were prosecuted. More than 100 investigations of licensing and noise problems were undertaken by Police and Enforcement Officers working together. Joint working with Homes for Haringey has enabled action to be taken against noisy tenants in co-operation with the Tenancy Management Officers.</p> <p>Rogue Landlords - Enforcement officers initiated a rogue landlord strategy against a landlord found to have 30 properties in Haringey. Joint investigations and prosecutions resulted in unpaid taxable income, HMO standards, unauthorised development and change of use offences. Investigations with an energy supplier resulted in the landlord being arrested for the theft of electricity. He is expected to serve a custodial sentence and will pay additional penalties as a result of activity under the proceeds of crime Act. Four Empty properties were programmed for compulsory purchase.</p> <p>Teenagers hanging around on the streets – The ASBAT continues to utilise the tools the government has introduced to tackle ASB in the long term. The Task Force has held up the ASBAT as being well above average nationally on taking action to protect the community by using these tools. The ASBAT and the Police have closed 139 Crack Houses (highest in nationally) and this information is regularly publicised. The ASBAT has taken enforcement action against teenagers who have caused problems by way of ASBOs, ABC's and Dispersal Orders and has introduced initiatives to engage the wider community in tackling ASB through piloting Good Neighbour Agreements on key estates.</p> <p>Rubbish and litter lying around. Environmental Crime –In the last year we issued more than 1100 fixed penalty notices issued and</p>							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<p>81% paid. We have undertaken more than 600 joint enforcement actions through more than 200 operations with enforcement partners. This includes four 5 day Tailgate operations with up to 12 different agencies tackling a range of criminal activities including supply of counterfeit goods, illegal waste carriers, illegal gambling sale of alcohol, illegal street trading, and nuisance garages. Fly tipping scrutiny review findings were agreed in July 2008. Between July and March 2008 the Council has issued 7 press releases for prosecution and formal action taken, including the seizure and crushing of a vehicle seized.</p> <p>People being drunk or rowdy in public places - We have surveyed and consulted on street drinking and as a result extended controls to problem locations and are working towards extending designation on restricting public drinking and formulating a strategy to use additional powers to tackle both street drinking and associated antisocial behaviour. The maximum penalty to enforce drinking restrictions is currently a £500 fine. Additional powers include use of Anti-Social Behaviour orders and Acceptable Behaviour Orders, Penalty Notices for Disorder and being drunk in a public place, Confiscation of Alcohol powers, closing licensed premises on the belief there will be crime and disorder, Dispersal Orders for groups of two or more people of any age.</p> <p>Abandoned or burnt out cars - Targets for removing abandoned vehicles within timeframes has been met consistently throughout this year. With the end of year target reaching 99.6% and April 2007 being the only month where 100% was not achieved. The numbers of reported and removed abandoned vehicles has fallen over the year as the Borough has been 'cleaned up' and residents are now more aware of abandoned vehicle legislation. The price of scrap metal has also increased over the years which mean that scrap yards are now paying residents for their unwanted vehicles instead of residents being charged.</p> <p>People using or dealing drugs. Haringey DAAT Team has carried out a series of activities to combat drug use in the borough including an ongoing drug mapping exercise to identify and target with the police the main drug dealing areas in the borough, commissioning a new stimulant service to meet the needs of primary crack cocaine users, increasing the number of GP's involved in GP shared care to assist sustainable outcomes, and expanding structured psychosocial interventions by both purchasing counselling hours from a recognised counselling organisation and by ensuring that tier three services address the needs for trained counsellors in their workforce development strategies.</p>						
SSC 16	Empower local people to have greater choice and influence	Percentage of residents who feel they can influence decisions affecting their	33% BVIP Q30 48% (TNS survey)	Please see below	↑	Green	40%

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
		local area					
	<p>The Neighbourhood Management Service within Northumberland Park, Noel Park and Bruce Grove SOA wards drives activity and project work to bring residents, partners and services together to solve problems and facilitate delivery on the ground.</p> <p>Wood Green Team (covering Noel Park) NRF and SSCF supported health and wellbeing events including</p> <ul style="list-style-type: none"> • Health and wellbeing workshops for the elderly • Healthy eating sessions at Noel Park Children’s Centre • Mini Olympics event on the Sandlings estate, to promote a recently installed fitness point. <p>Several events and initiatives were held in Noel Park ward to promote community cohesion and capacity building including:</p> <ul style="list-style-type: none"> • Service awareness day for the over 50’s • Resident consultation day at Page High supporting Sanctuary Housing • Youth film making project supporting Homes for Haringey • Gardening project at Sky City • Formation of an over 50’s group • Youth consultation event <p>To improve the physical environment and community safety, NRF and SSCF was used to create new seating and a sustainable planting scheme in Russell Park, new seating areas on the Sandlings Estate and improved lighting along Whymark Avenue.</p> <p>West Green and Bruce Grove Team (covering Bruce Grove) The Bruce Grove community participated in a week of “Clean Sweep” activities in November 2007 to raise awareness about protecting the local environment. Events and actions included:</p> <ul style="list-style-type: none"> • Local secondary and primary schools and Friends of Parks group planting hundreds of Birch whip trees to screen an unsightly fence • Primary schools and residents associations planting spring bulbs around the area • A residents association organised “winter pot and window box session” to brighten the area over the winter 						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
-------------	---------	-----------	-----------------	---------------	-------	--------------------	--------------

Safer and Stronger Communities Block

	<ul style="list-style-type: none"> • Canvassers talking to over 700 residents to raise awareness about recycling and other environmental issues. <p>A feasibility study was commissioned on the future of a much valued Grade 2 listed building (public toilet) which was become derelict. A stakeholder group was developed that included community representation to monitor and contribute to the report.</p> <p>Worked with residents and police to reduce high rates of burglary (accessed from public footpath and space at back of houses) by planting hedges along the fence perimeters and by raising awareness about how to improve security. Additional outcome has been increased community cohesion.</p> <p>Working with local residents and police, an order was obtained to gate off an infrequently used public foot path to put an end to serious assaults, vandalism, crime and anti social behaviour, including chronic dumping along the path.</p> <p>The Neighbourhood Team has also delivered a broad range of community development activities including community meetings and forums, community events (such contributing to local fun days) and holiday activities for young people.</p> <p>White Hart Lane & Northumberland Park</p> <p>The Neighbourhood Management Team have organised the following activities in the area: In partnership with residents, Safer Neighbourhoods Police Teams and community groups three events targeting local parents/carers and young people on awareness of gun and knife crime. Over 250 people attended these events.</p> <p>Projects targeting young people in Northumberland Park have been run. These include IT Skills, a Homework Club and musical tuition. Local parents also gave their time to help their children.</p> <p>Two thriving groups for older people, Northumberland Park Over 55s and the White Hart Lane Friendship Club, have been supported by staff from the team on a regular basis, building community capacity amongst older people. Staff have worked with other agencies, such as Age Concern, to improve awareness of issues such as heating, insulation and benefits and have also organised talks on personal safety with the local Safer Neighbourhoods Police Teams.</p> <p>Several local residents have attended a Community Leadership Course run in partnership with the University of Westminster. The</p>						
--	--	--	--	--	--	--	--

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
-------------	---------	-----------	-----------------	---------------	-------	--------------------	--------------

Safer and Stronger Communities Block

	<p>course has improved their knowledge of how central and local government works and they have become more effective in their neighbourhood as a result.</p> <p>A local community group, Living Under One Sun, has continued to be supported by the team. This group focuses on health and wellbeing and meets weekly. They have regular “cook, eat and learn” sessions to discover different cuisines and as a result learn more about each other’s cultures and countries.</p> <p>Training for local residents in partnership with Living Streets and Safer Neighbourhoods Police on how to conduct street audits in the neighbourhood, increasing environmental awareness and promoting pride in the area.</p> <p>The team supported a Junior Wardens’ Scheme at a local primary school in White Hart Lane. A year 5 class participated in training led by Neighbourhood Wardens and learned how to report dumped rubbish, how to recycle and how to be more environmentally aware.</p> <p>Two 13-week Strengthening Families, Strengthening Communities programmes were run for local parents in the neighbourhood, with input from the PCT, Safer Neighbourhoods Police and voluntary agencies. The programmes focused on parenting issues, including dealing with youth anti-social behaviour, discipline, sexual health and coping skills. Graduates of the course were presented with certificates of achievement at the end of the programme, which was very well-received by all who took part. 20 local residents benefited from these two courses.</p>						
--	--	--	--	--	--	--	--

SSC 17	Empower local people to have greater choice and influence	Percentage of people who feel that people from different backgrounds get on well together	77%	Please see below	↑	Green	81%
---------------	---	---	-----	------------------	---	-------	-----

Through the preventing violent extremism path finder the following projects have been commissioned to promote community cohesion:

Muslim Cultural Convention

The Islamic Community Centre co-hosted an event in December which celebrated the Muslim culture in the UK through music, comedy and drama. Young Muslims were involved in the complete planning of the event. Interactive sessions to capture the young audience

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
-------------	---------	-----------	-----------------	---------------	-------	--------------------	--------------

Safer and Stronger Communities Block

were organised and other features included a bazaar with stalls, henna painting, displays of Islamic calligraphy and artefacts and traditional food from different parts of the Muslim world.

Haringey Muslim Women’s Forum
An initial event was held at Wightman Road Mosque with 40 women attending. A programme of events was planned and two third sector organisations were engaged to deliver the strands of this work including sewing and English classes. The thinking behind the sewing classes is to draw participants into engagement based upon requested training needs. They will then be encouraged to take up the English classes. All women are offered advice, guidance and information, as well as forum sessions on childcare.

Haringey Police Amateur Boxing Club The first wave of boxing training was delivered in during October half term at Wightman Road Mosque and was aimed mainly at young people who go to schools and colleges. The second wave of training offered in January and February was aimed at older youth.

Young Muslim Leadership Project (YMLP) This project has engaged with young Muslims in Haringey through a series of events, most of which were youth led, with young Muslims taking part in organising, publicity and outreach work giving a sense of responsibility and taught skills such as decision making, problem solving and improvisation. Events included a Community Open Day at Wightman Road Mosque, Annual Youth Convention, UK Muslim Comedy Jam and the Launch of Muslim Youth Forum in September.

On side - An FA Level 1 Football Coaching Course begin in November and all young people participating in the course received a certificate.

In addition, please see SSC16 above for Neighbourhood Management Service work.

SSC 18	Empower local people to have greater choice and influence	Increase in people formally engaged in volunteering	464	Please see below	↑	Green	TBC
---------------	---	---	-----	------------------	---	-------	-----

The Volunteer Brokerage Project was established in 2007 to increase the number of Haringey residents engaging in formal voluntary activity within organisations and groups. Outcomes achieved during 2007/08 include:

Residents: 484 residents registered an interest in volunteering; 12 outreach sessions held attended by 89 residents; 30 volunteers have developed improved skills, work experience and confidence, enhancing their labour market position ;

Not for profit organisations: 98 volunteers (including 26 trustees) have been placed in not for profit organisations, thereby increasing the capacity of their host organisations to deliver services to residents; 243 volunteers provide with IAG; 40 organisations have been supported to develop volunteering policies, establishing how they will recruit manage and support volunteers now, and in the future; 95

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<p>volunteer managers have been trained in good practice in volunteer recruitment, and management so they are equipped with the skills to mange volunteers well; 59 organisations have been assisted to develop 111 opportunities with clear Role Descriptions, outlining the key activities, skills and experience required of their volunteers – having gained experience of this element of good practice, they will be better placed to recruit volunteers in future; 6 meetings of the Volunteer Coordinators Network have enabled 142 volunteer managers have attended seminars on a range of good practice issues</p> <p>Referral Arrangements - The project has developed strong referral systems and partnership working arrangements with 10 agencies that work with Haringey residents including refugee communities, people with disabilities/health issues, young people/students & jobseekers.</p> <p>Development of Haringey Volunteer Centre - During the project HAVCO has liaised with Volunteering England to develop its understanding of the actions needed to become an Accredited Volunteer Centre.</p>						
SSC 19	Cleaner greener and safer public spaces	Reduction in litter and detritus in super output areas	42%	24.4%	↑	Green	29%
2007/08 results have shown positive improvement in these areas with the number of streets with unacceptable levels of litter and detritus decreasing from 42% to 24.4%. This exceeded the year one target for this indicator was 29%.							
SSC 20	Cleaner greener and safer public spaces	Quality of surroundings:	7	8	↑ □ □ □	Green	
		Number of Green Flag Parks					
		Number of Green Pennants / accredited open spaces	2	2	→	Amber	
		Resident satisfaction	72%	Please see below	→	Amber	72%

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
		BV119					
<p>This year Haringey won eight Green Flags, making the council the joint leading Green Flag authority in London, with more green flag parkland within greater London than any other borough. Haringey is proposing 10 submissions for green flag parks in 08/09 and 12 in 09/10.</p> <p>Haringey has also retained two Green Pennant awards for community managed smaller open spaces. Haringey is proposing a further two green pennant sites per year over the next three years. Sites included in our major renewal and open space capital improvement programmes are: Chestnuts, Markfield, Lordship, Noel Park, Paignton, Belmont, Falkland and Fairfax and Woodside.</p> <p>% of people who report that they are satisfied or fairly satisfied with local parks & green spaces: The baseline for this satisfaction indicator was the Local Government BVPI survey but this is only carried out once every three years. In order to track changes in perception we will monitor satisfaction levels through our quarterly Tracker Survey, annual Parks User Survey (Sept./Oct.) and the Residents Survey (Nov./Dec.) against 2006/7 baselines of 59%, 6.8 and 57% respectively. The annual parks user survey for 07/08 showed an improvement to 70%. This is only indicative as the questions asked in these surveys and methodology are different to those used in BVPI survey used to establish baseline of 67% ion 03/04, although the 06/07 result showed that this had improved to 72% in 06/07 which meets the third year target without stretch, the third year target with stretch is 77%.</p> <p>The Better Places Partnership commissioned a parks cleansing project to ensure that the parks environment is cleaner, as this enhances residents perception of safety and also discourages anti-social behaviour and criminal activity. The project is focused on the east of the borough. Although litter is a problem all over the borough the problem currently appears to be greater in east of the borough parks. The project also increases staff presence in the parks sites, which is something which is top of all user survey improvements, and helps raise the profile of parks patrol and litter/dog fouling enforcement. The Green Outreach project, also commissioned by the Better Places Partnership, promotes partnership working with residents and local community groups to enhance satisfaction with the local park environment.</p>							
SSC 21	Cleaner greener and safer public spaces	Number of abandoned vehicles removed within 24 hours BV218b	90%	100%	↑	Green	90%
Targets for removing abandoned vehicles within timeframes have been met consistently throughout this year. With the end of year							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<p>target reaching 99.6% and April 2007 being the only month where 100% was not achieved. The numbers of reported and removed abandoned vehicles has fallen over the year as the Borough has been 'cleaned up' and residents are now more aware of abandoned vehicle legislation. The council also operates a free vehicle take back service to reduce the overall number abandoned. These are removed within two working days of being signed over to the council. 158 vehicles were removed during 2007/08. The price of scrap metal has also increased over the years which mean that scrap yards are now paying residents for their unwanted vehicles instead of residents being charged. This has resulted in a fall in the number of residents requesting the free vehicle take back service.</p> <p>Key actions undertaken include:</p> <ul style="list-style-type: none"> • The council has recently completed a tendering process for the removal, storage and disposal of abandoned vehicles. Parking monitoring officers are regularly monitoring this contract and have also implemented a check list for monitoring the abandoned vehicle service to ensure that vehicles are inspected and removed within timeframes. • A review of complaints and procedures resulted in the decision to continue with placing warning notices on abandoned vehicles in order to give residents a chance to claim the vehicles and remove them from street themselves. There is an urgent removal procedure for vehicles that are in a dangerous state or a fire risk where no warning notice is served and the vehicle is removed within 2 hours. • Procedures were reviewed to streamline services, in particular, the timeframes and methods of sending and receiving information between the Contract and the Council. That we are consistently exceeding our targets is a testament to the improvement in procedures and the excellent working relationships we have with the Police. • New handhelds were introduced at the beginning of the year to enable officers to record the condition of vehicles instantly. Reports are also currently being developed to ensure that data can be provided instantly. • Successful pro active work and partnerships with the DVLA and Police. For example, on the 21st of September 2007 carried out an operation in partnership with the Police in the Bruce Grove Ward. Three vehicles were identified and removed and disposed of instantly. One of the vehicles was uninsured and suspected of being used for drug movements around the Borough, it also owed over £300 in parking fines to Haringey Council. The other two vehicles were unregistered and being used by itinerate food traders for carrying hot dogs and burgers into the City of London. 						
SSC 22	Improve the quality of the local environment by	Reduction by 2008 in levels of litter and detritus using BV 199 at	40%	27.5%	↑	Green	22%

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	reducing the gap in aspects of liveability	district level					
<p>The ENCAMS street cleanliness survey results have shown significant improvement in 2007/08 with 27.5% {21% litter & 34% detritus} of streets recorded as having unacceptable levels of litter and detritus, a reduction of almost half compared to our 2006/07 result of 40%. This level of performance exceeded achieved middle threshold for CPA although we are still amongst the lower performing authorities in London. Performance on graffiti at 6% deteriorated slightly from last year (5%) although fly-posting at 3% showed a slight improvement.</p> <p>The environmental service satisfaction results showed some further encouraging news with the two major indicators showing improving trends. Results from our latest survey found that:</p> <ul style="list-style-type: none"> • 71% of residents were satisfied with the refuse collection service exceeding target, and • 56% of residents were satisfied with street cleaning a significant improvement on 2006 (+9%) reported in the annual resident's survey. Perception results used in the CPA are derived from the 2006 BVPI survey. These results show that 49% of residents were satisfied with cleanliness- when adjusted for deprivation this figure became 67%. Last year these results were above the CPA lower threshold of 65%. <p>Numerous projects have been commissioned by the better Place Partnership Board to support delivery against this target and SSC 22:</p> <ul style="list-style-type: none"> • Graffiti and flyposter removal. Around 25,000 square metres of graffiti and fly posting were removed under this project, contributing to the achievement of London top quartile performance for graffiti removal. • Fly tip management. Approximately 55 sites, mainly unregistered and unadopted land, were cleared of fly tipping under this project. • Street washing. Approximately 110,000 square metres of paving were washed under this project. The work was targeted at locations that suffer from urinating and pigeon mess, and in high profile locations such as main shopping areas and transport hubs to deal with staining and spillages. • Mobile Clean Up Team. This team carried out work at locations throughout the borough where standard street sweeping could not be completed properly, for example where litter became trapped within shrub beds and overhanging vegetation, and working at weekends on roads where high density commuter parking prevented adequate access to litter and detritus build ups in channels. • Saturday night collection service. Two vehicles collected waste on Saturday nights from all zones 1 roads throughout the year. 							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
-------------	---------	-----------	-----------------	---------------	-------	--------------------	--------------

Safer and Stronger Communities Block

- Community clear ups project, which has provided a free annual collection of up to 15 bulky waste items to 80,000 properties within the borough. The clear up schedule runs over a six month period between September and March on a ward by ward basis.
- Parks cleansing project, which has enhanced residents' perception of safety and also discourages anti-social behaviour and criminal activity within the borough's parks and open space through ensuring the environment is cleaner. Staff presence has increased in the parks sites, something which is top of all user survey improvements, and the project has also raised the profile of parks patrol and litter/dog fouling enforcement.
- Litter management project, which has installed 225 new bins across the borough as part of the 'love your street' campaign. 26 specialist new style cigarette butt bins have been installed around Wood Green tube station and St Ann's Road as part of a trail of this new type of bin. 25 new dog waste bins were also installed.

Reduce waste to landfill and increase waste recycling	Increase in the percentage if municipal waste recycled.	15.7%	Please see below	↑	Green	18.2%
	% of household waste arising sent for recycling or composting	23.4% (18,906 tonnes)	25.5% (20,700 tonnes)	↑	Green	19,802 tonnes

Household waste recycling

Recycling and composting performance remains strong with 25.5% (20,700 tonnes) of waste recycled in the year 2007/08 against a target of 25%.

Key actions undertaken to deliver this target included: rolling out additional commingled round in November/ December '07; introducing recycling on private estates in December '07; and generally improving participation rates across all existing schemes. A comprehensive recycling communications campaign was delivered during 2007/8 including editorials and advertorials in Haringey People, lamp post banners promoting the Reuse & Recycling Centres, new updated service leaflets and posters, and a waste reduction poster campaign.

The waste tonnage of household waste collected per head for 2007/08 was 362kg, exceeding the target of 370kg. This is top quartile

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<p>performance, with the residual tonnage for the year below the equivalent figures for 2006/07.</p> <p>An estates recycling service is being provided to 5,600 households on Homes for Haringey estates in Tottenham and Northumberland Park, allowing residents to recycle a wide range of materials conveniently, either from the doorstep or at near-entry banks directly outside blocks. Funding has been secured to expand recycling to all 15,000 Homes for Haringey estates during 2008/9, and to upgrade the network of bring bank sites around the borough to include a wider range of materials.</p> <p>The borough-wide expansion of Mixed Recycling Service was extended across Haringey during 2007/08, with 5,000 more kerbside properties benefiting from the service with the introduction of Round 7 in November 2007. A further two more rounds planned for roll-out in June 2008. and 2008/09. This service enables residents to recycle a greater range of materials every week, including plastic bottles, cardboard, food waste and garden waste. Planning for the new rounds is underway, which includes a new round for blocks of flats, which have not had a dedicated recycling service before. Comprehensive and easy-to-understand leaflets are delivered to residents when the service is introduced. During the expansion of this service in Harringay and St Ann's wards in April 2007, an 11% boost in resident participation was recorded.</p> <p>The recycling service for private street-facing blocks of flats was introduced in December 2007, proving up to 5,000 households with a convenient recycling service consisting of on-site mixed-material recycling facilities.</p> <p>Completion of borough-wide recycling services for properties with a green box is planned for 2008/9, with three more collection vehicles to be delivered in April/May 2008.</p> <p>Improvements are being made to the network of bring banks around the borough, including the addition of banks for beverage carton recycling at five key sites, and the provision of more banks at schools to enable them to recycle a greater range of materials.</p> <p>A dedicated Recycling Officer for education and community involvement has been recruited to develop the existing schools programme. Assemblies and workshops are run in schools by the Recycling Team, whilst pupils can also visit the Council's Environmental Education Centre where special workshops and activities covering recycling and other sustainability issues are available.</p> <p>Municipal waste</p> <p>Enforcement officers are working with approximately 200 traders targeting specific high roads within the borough including Green Lanes and Seven Sisters Road, undertaking surveys to ascertain the amount of waste produced by traders with a view to promoting waste minimisation and recycling within the business sector.</p>						
SSC 24	Improve the quality of life for	Percentage of residents	61%	Please see below	↑	Green	65%

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	people	reporting an increase in satisfaction with their neighbourhoods					
	<p>Tottenham High Road Town Centre Management – The NRF has enabled continued development of Tottenham High Road and the Tottenham High Road Partnership. Key achievements include:</p> <ul style="list-style-type: none"> • An Improving physical environment - 13,000 square metres of new build or upgraded and improved commercial workspace delivered by 31st March 2008. This includes 40 shop fronts and two significant blocks of historic commercial buildings along the High Road at Bruce Grove. The Stoneleigh Road Depot site was also redeveloped as part of this programme. • Further roll out of the Business Watch scheme. • Organisation of sponsorship money for Christmas lights – increasing from nil to £3,000 private sector contribution for 2007/8. • Managing the improvement works to Stoneleigh Road car park through the Infrastructure Sub Group (ISG), which is now complete and gained ‘Park Mark Award’. • Supported streetscape enhancements and de cluttering street furniture and signage along Tottenham High Road through the ISG. • New lighting delivered for Stoneleigh Road, Albert Place and other street enhancements to enhance a feeling of personal safety, including installation of heritage railings at the Beehive Public House to provide overlooking of an alley that suffered from anti social behaviour issues before • Delivered the Ripe4Business project and successfully met targets of providing support to businesses in Tottenham High Road, Enfield and Waltham Forest • Delivered the GaSS and GaDSM projects – Business support and advice provided to 60 new or start up SMEs with primarily BME ownership and employees and 20 new jobs created. • Re-invigorated the Tottenham Town Centre Partnership which comprises 23 Stakeholders from the private, public and third sectors drawn from the length of the High Road; key themes adopted are Environment, Crime & Safety, Accessibility, Marketing and Business Development. The Partners also produce a quarterly newsletter. • Successfully negotiated with Transport for London to re-position bus stops at Bruce Grove to reduce congestion and re-model the road space to accommodate cyclists and access to the new car park. 						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<p>Road Safety programme - Three significant road safety schemes were completed during the year through the SSCF in wards containing SOAs:</p> <ul style="list-style-type: none"> • Safety improvements to the one-way system in the Bruce Grove to help prevent illegal entry to one-way roads. • Improved white lighting street lights in Northumberland Park to increase resident safety. • Prevention of heavy industrial vehicles passing through Brantwood Road residential areas to improve safety and quality of the street environment. <p>Street Enforcement - Recent projects include enforcement at dumping hotspots through redeployment of CCTV, graffiti notices for high level locations, out of hours waste enforcement with Accord and a front gardens project as part of Clean sweep in Haringey and St Anne's wards.</p> <p>Community Accessible Transport - The Better Places partnership has commissioned a community transport scheme within the borough. The scheme held a launch event in July which was well attended and well-publicised. Since July 74 user groups have registered with the service . A total of 167 bookings were made during the first year of operation. This scheme makes a real difference in supporting people become, and remain, independent within the community and with providing training and employment opportunities for local people. The development of this scheme has managed to support better accessible transport for people with disabilities and sensory impairments, to enable the whole community to participate in society through their involvement in planning and designing how these services will meet their changing needs, to allow vulnerable people to feel less vulnerable when out and about (not having to rely on public transport) and is successfully mitigating against a part of the population who suffer from social exclusion due to lack of access to transport.</p> <p>In addition, please refer back to SSC16 for information on Neighbourhood Management work.</p>						
SSC 25	Decent Homes – all social housing to be made decent by 2010	Non-decency targets to deliver Decent Homes by 2010	8,850	42% classified as non decent	↑	Amber	5,207
	42% of local authority homes have been classified as non-decent, an improvement on the 44.7% at this time last year. Key actions undertaken to achieve decent homes within the private sector include:						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<ul style="list-style-type: none"> Use of unified and transparent Assured Short hold Tenancy procurement/property inspection and management process. The council seeks to acquire ASTs through lettings agents; individual landlords; tenants finding properties themselves; through RSL partners; and through seeking to 'convert' tenants currently housed as TA tenants into private AST tenants. The council is seeking to improve standards across the board for all properties that may be used as an AST and the Council applies its own standard (which incorporates Decent Homes standards, Health and Safety issues and Planning) to schemes where we procure. Encouraging professional letting agents to adopt best practise in lettings and management and register with National Approved Letting Scheme (NALS) – it is a condition of our ALS that all letting agents and schemes procured are members of NALS, thus delivering a minimum standard for service for boroughs letting agents, landlords, and tenants. Also all agents administer the National Tenancy Deposit Protection Scheme, which is legislative requisite. The Better Places Partnership has commissioned a project to carry out improvement and repairs to Homes in multiple occupation. This project delivers energy efficiency and security measures to homes occupied by vulnerable people. The project supports the wider council objective of achieving decent homes, specifically targeting private sector homes. To date: 827 Properties have received upgraded security measures; 153 Properties have received upgraded energy efficiency measures. 75 property surveys were carried out, providing details of occupancy, sharing of facilities and, waste storage and security issues. Six licences arising from activity have been processed for use as a HMO. Two rogue landlords have been targeted for enforcement action with one found to own at least 46 properties in Haringey. Information has been shared across enforcement agencies including planning, benefits, inland revenue and neighbouring boroughs. All of the Renewal areas in the East of the borough were targeted with 431 3-4 Storey Accommodation above shops identified: 74 of these classed high priority cases in need of allocation for detailed inspection; most of the accommodation above shops need fireproofing to adhere to the Building Control 1991 Building Regulations; 9 were identified as bed sit HMO accommodation. 						
SSC26	Increase domestic fire safety and reduce arson	Refer to SSC 30 and 31					
SSC 27	Reduce the number of violent crimes across Haringey,	A) Increase the % of DV incidents that result in sanction	(A) 671 (37.4%)	798 (51.4%)	↑	Green	(B) 191 (5% reduction)

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	specifically domestic violence	detections; B) reduction of repeat domestic violence victimisation incidents and increase the number of domestic violence reported directly to health services	(B) 201	240	↓	Red	
<p>The number of sanction detections has improved significantly over 2007/08 from a baseline of 652 or 36.2% in 05/06 to 798 or 51.4% in March 2008. Key actions to deliver this target include additional counselling services for DV survivors, Athena days and additional help to take DV Witness statements where by the police utilise extra resources to arrest a large number of DV perpetrators, and funding additional people to take statements about DV cases. Hearthstone Domestic Violence Advice Support Centre; In 2008 Hearthstone expands its physical capacity from the current shop front location into the floors. This will not only enable a more appropriate space for survivors and better office space but will allow partners to join us in creating a more holistic service as well as providing group work and therapeutic solutions on site. In November 2007 on White Ribbon Day the London Borough of Haringey won an award of distinction from the Mayor of London in recognition of our outstanding and innovative work to combat Domestic Violence.</p> <p>Reduction of repeat domestic violence victimisation incidents - Performance was positive in the first half of the year with the rolling year figure reducing the 211 in quarter two however the number of repeat victimisations increased in the last half of the year meaning that the end of year figure was 240, lower than the baseline year of 244 but higher than the 191 year one target.</p> <p>To reduce repeat victimisation in the coming year we are :</p> <ul style="list-style-type: none"> • Setting up and applying for funding for a MARAC Multi Agency Risk Assessment Conference to meet bi monthly deal with complex DV cases • Continuing to fund counselling services for DV survivors 							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	<ul style="list-style-type: none"> Publicising DV services Expanding Hearthstone DV support centre Advertising "DV is a crime hoardings" at local tube stations 						
SSC 28	People places prevention and participation	Maintain high enforcement / prosecution for breaches of ASBOs	100%	98%	↑	Green	100%
	<p>Currently have 98% success rate on all ASBO applications. The ASBAT has been operating since 2003. During this time it has been held up nationally as a team operating best practice and has an excellent working relationship with the RESPECT Task Force. The team has delivered on all the objectives the Government has set in relation to tackling ASB which has been a balanced approach between intervention and prevention coupled with necessary enforcement action. During 2007/08 the team engaged with over 1500 school children.</p> <p>Enforcement figures to date, are as follows;</p> <ul style="list-style-type: none"> 21 ASBO's 120 Acceptable Behaviour Contracts 123 Injunctions 25 Notice seeking possession (ASB) 27 Eviction Orders (ASB) 5 Dispersal orders 139 Crackhouse closures (highest nationally) <p>There have been 4 breaches of ASBO's, all of which were prosecuted and resulted in custodial sentences.</p> <p>The ASBAT continue to share reports with partner agencies to enable effective targeting of resources and commissioning of services to prevent and reduce crime and anti-social behaviour. ASBAT data is utilised for crime mapping data and identification of hot spots.</p>						
SSC 29	People places prevention and	Increase levels of customer	65%	69%	↑	Green	70%

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	participation	satisfaction in action taken in serious and persistent ASB cases					
Outturn figure 69% for 06/07 –well above average for this area. ASBAT officers have received 5 commendations relating to their work to combat anti-social behaviour within the borough; 3 of these are WOW awards received directly from residents for outstanding customer service; and 2 are MET Police commendations received from the Borough commander for officer contribution to tackling crime.							
SSC 30	People places prevention and participation	% reduction in secondary fires next to buildings	196	199	↓	Amber	196
		Reduction in accidental fires in dwellings (see HCOP block)	248	253	↓	Red	230 (with stretch)
<p>Percentage reduction in secondary fires next to buildings The number of secondary fires for 2007/08 was 199 in total. This target has not been met marginally by 1.5%</p> <p>Reduction in Accidental dwelling fires (refer also to HCOP 10) The number of accidental fires showed improvement in the first quarter of the year, however performance declined in the last three quarters and the end of year figure was 253 which both missed the target and was higher than the 06/07 baseline of 248. The number of home fire safety visits carried out by Fire Brigade during 2007/08 was 878, exceeding the target 816.</p> <p>For 2008/9 further analysis of the data we have collected will be carried out to try to determine the root causes of these fires and whether there are any interventions we can make to reduce the fire numbers in addition to those we are already taking. In addition we are taking a much more risk focused approach to our HFSV and will be targeting homes in areas where there are significant risk factors.</p>							
SSC 31	People places prevention and	Home fire safety checks carried	640	878	↑	Green	816

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Safer and Stronger Communities Block							
	participation	out by stations					
	<p>Home Fire Safety checks (HSFV) carried out by stations The number of Home Fire Safety checks carried by stations during 2007/08 was 878, exceeding the target 816. LFB personnel continue to promote the HSFV scheme amongst voluntary and community organisations working with people at a greater risk of fire, in order to educate and inform vulnerable residents of the dangers, risks and preventative measures. Contracts are in place with a number of voluntary organisations seeking referrals to conduct HFSV with their client groups, including: African Women’s Welfare Group; Ethiopian Community Association and Age Concern Haringey. The E form has been designed and placed on Haringey website making it easier for partner agencies to refer clients for HFSV and for residents to request such checks.</p>						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Healthier Communities and Older People							
HCOP 1	Improved health and reduced health inequalities	Reduce health inequalities by narrowing the gap in age all cause mortality	Male 856 per 100,000	Male - 796 per 100,000 (2004-2006 rate)	↑	Green	837 per 100,000
			Female 544 per 100,000	Female - 485 per 100,000 (2004-2006 rate)			532 per 100,000
<p>The main delivery tool for this outcome is the Life Expectancy Action Plan which was endorsed by the Partnership earlier this year. There are 12 key strands to the plan, which is being delivered through the various partner agencies signed up to it. Actions achieved through projects commissioned to deliver the 12 strands include:</p> <p>Smoking targets: smoking quitters' project underway and relevant staff recruited to and trained; Smoking Ban implemented June 2007;</p> <p>Review of tobacco services and production of tobacco strategy commissioned, to be published June 08; Smoke free home award established in children's centres; and Tobacco strategy to be discussed at Well Being Partnership Board in June 2008.</p> <p>Physical activity – number of initiatives in place including: walking projects encourages adults to become walk leaders; physical activities for older people and vulnerable groups, scholarship programme for young people within the borough; Physical Activity Referral Scheme within GP practices; and Obesity strategy and adult care pathway developed.</p> <p>and nutrition - "nutrition for kids" programme hosted within libraries; Health in Mind healthy eating programmes established and running; North Middlesex Trust and Haringey Trust Breastfeeding policies completed and published; Progress report of food and nutrition strategy to be presented at Improved Health and Emotional Wellbeing subgroup.</p> <p>Cardiovascular disease - PCT working with GP practices to ensure that 'CVD at risk' registers are in place and are being used to call patients for review; local hypertension guidelines have been agreed and targeted work is being undertaken to launch these along with the sector wide CVD prevention guidelines; Care pathway developed and Equity audit in progress</p> <p>Cancer – extending fit for life programme to cancer patients and tackling low screening uptakes for cervical and breast cancer.</p> <p>Accidents – maximising 20mph schemes and safe routes to schools</p> <p>Infant mortality - Infant Mortality Action Plan approved by the CYPSP. An Infant Feeding coordinator has been appointed and comprehensive plans are in place to meet the breast feeding target. Also work is underway to implement the recommendations arising</p>							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Healthier Communities and Older People							
	<p>out of a Health Equity Audit which looked at access to the smoking cessation target by pregnant women. Proposals for Midwives as first point of contact pilot at Northumberland Park Children's Centre have been approved, and will be implemented alongside measures to increase the engagement of primary care in getting women to book early.</p> <p>Housing – through the energy efficiency in the home project a Home Heat Loss survey has been conducted and analysed and a database showing how much heat every single property within the borough has been generated. From this database lists have been prepared of the properties losing both the most and least heat. Information is sent to residents on the 'here to HELP' scheme, the Warm Front.</p> <p>Employment – number of projects commissioned by Wellbeing Partnership to increase average income of poorest residents and to enhance skills and opportunities for paid employment; number of projects commissioned through Haringey Guarantee to get people into work; volunteer brokerage project established</p> <p>Access to health services – Primary Care Strategy completed and published.</p> <p>Suicide – joint BEH suicide prevention strategy in the process of being developed.</p>						
HCOP 2	Reduce premature mortality rates	Reduce mortality rates from circulatory diseases in under 75s	90 per 100,000	98 per 100,000	↓	Red	89 per 100,000
	<p>The PCT continues to work with GP practices to ensure that 'CVD at risk' registers are in place within each practice and that these are being used to call patients for review. This includes the performance management of practices who do not have registers and the provision of comparative information on target achievement to all practices. A data set for developing CVD 'at risk' practice registers is being piloted in practices in Haringey and this work is informing the local enhanced service to support PCT wide implementation.</p> <p>Performance management of practices on QOF targets including:</p> <ul style="list-style-type: none"> • Percentage of CHD patients meeting blood pressure targets • Percentage of CHD patients meeting cholesterol targets • Percentage of hypertension patients meeting blood pressure targets. <p>Local hypertension guidelines have been agreed and targeted work is being undertaken to launch these along with the sector wide CVD</p>						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Healthier Communities and Older People							
	prevention guidelines. <ul style="list-style-type: none"> The main actions that are being taken to recover in the longer term are related to primary prevention initiatives that also address the inequalities in Haringey. Expansion of the physical activity referral scheme for people at high risk. Healthier eating is actively promoted in geographical areas of high deprivation via a range of health promotion, education and training programmes. Food Standards Agency project to assist people from BME groups living in the East of the Borough make long-term behavioural changes in salt consumption in the home. Implementation of obesity strategy, an obesity care pathway for clinicians is now drafted. The Phase 4 exercise programme has been implemented across the borough for people with established coronary disease Development of Expert Patient Programme for Greek/Turkish speakers and cardiac rehabilitation programme.						
HCOP 3	Reduce premature mortality rates	Reduce health inequalities between most deprived neighbourhoods and district average	This target is to be met through indicators HCOP 4,5,10 and CYP 3				
Please refer to HCOP ,5,10 and CYP 3							
HCOP 4	Reduce premature mortality rates	Increase number of smoking quitters in N17	240	352	↑	Green	240 (270 including stretch)
The number of smoking quitters increased to 352 in the last quarter of year resulting in the stretch target being exceeded. The following activity has been undertaken to deliver this target: <ul style="list-style-type: none"> Stop smoking advisor was recruited in October 2007 and has undergone their relevant training. The Stop Smoking Advisor has been running Level 3 group and individual clinics. Two Turkish speaking community advisors have been commissioned to visit businesses with TKC employees and work within those communities to increase quitters 							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
-------------	---------	-----------	-----------------	---------------	-------	--------------------	--------------

Healthier Communities and Older People

						<ul style="list-style-type: none"> • An assessment of the number of community advisors who have received level one and two training within N17 area has been completed and active advisors have been contacted to ensure referral pathways are in place • Scoping exercise of the N17 area to identify suitable venues to deliver clinics has been undertaken and Level 3 pilot clinic running in N17 at new 'Supercentre' in Lordship Lane – which houses GP and other community services. This is a 'rolling' group which means that clients can join at any point, rather than only at the start of the 7 week programme. The purpose of this was to increase level 3 access to a group clinic in N17 area, but taking into account the fact that this client group may not commit far in advance and therefore, are more likely to attend. • Level 2 primary care services have been targeted to areas of high prevalence, mainly N17 and this has yielded considerable quitters • A comprehensive advertising and communications plan was developed and implemented from beginning of November 2007 through to the end of March 2008 • Resources for smoke-free legislation, were developed alongside the smoke-free coordinator for LBH and were distributed to businesses across Haringey • A number of businesses have been contacted to promote and deliver the workplace in-house advisor treatment service: 190 businesses were contacted by a Stop Smoking Work Place Initiative Advisor, by email and/or telephone to offer smoking cessation support to employees; Contact made with businesses at Millmead and Lockwood Industrial Estates (near Tottenham Hale) and a six-week treatment programme for employees based at the two locations was completed in Nov/Dec 07. Flyers and posters promoting the clinics were distributed across the two industrial estates; Stop Smoking Work Place Initiative Advisor developed a specialised presentation for the training of the enforcement officers for the EH team at LBH and worked with the Smoke-free Coordinator at LBH deliver this workshop. • Smoke Free Homes project is underway and going well and good links have been made with children's centres within the area. • Full-time advisor now based in the NMH and running a number of clinics on a weekly basis. Links made with senior management and clinicians at NMH to develop a focused programme around 'Stop Before the Op'. Vascular surgeons engaged in this programme. Stop Before the Op literature has been developed. Smoking referrals from outpatient's clinics have now been made a performance indicator on which the PCT can performance manage the NMH. • The Tobacco Control Strategy was commissioned in early 2008 and has now been received in draft and factored into 2008/09 plans. It will shortly be presented to the Wellbeing Partnership Board. In it, there is a clear indication of the super output areas (SOAs) with the highest smoking prevalence (mainly in N17) that should be targeted street-by-street. This is a valuable piece of research undertaken during 07/08 which will enhance our targeted marketing in 2008/09 	
--	--	--	--	--	--	--	--

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Healthier Communities and Older People							
HCOP 5	Reduce premature mortality rates	Increase proportion of adults undertaking physical activity	22.9%	Please see below	➔	Green	22.9%
The first 500 survey (mid October to mid April) results have been received and no statistically significant change from the baseline year 2005/06 is shown, the full year results will be received in December 2008. Action planning is currently taking place and will be finalised in September 2008 on how to improve performance in this area.. However, looking at visits to sports and leisure centres there were 1,230,569 visits in 2007/08, an improvement on the 1.14 million achieved in 2006/07 and exceeding our 1.18 million target.							
HCOP 6	Supporting people	Reduction of housing related discharges from hospital	15	Please see below	⬆	Amber	10
On the Wellbeing score card the number of delayed transfers of care-adults and older people per 100,000 is measured. In 2006/07, Haringey achieved 65.5. For 2007/08, Haringey achieved 38.55 against a target of 39.78.							
HCOP 7	Supporting people	Increase % of vulnerable single people supported to live independently	380 cases excepted as homeless	Please see below			150 cases prevented
The council has seen a drop in the overall number of homelessness acceptances, which is beginning to be reflected in a fall in the number of households in temporary accommodation. This applies both to families and single applicants. In the year to March '08, our preventative approach to homelessness as measured by approaches from homeless households to the authority's housing advice service showed that for 545 households or 5.6 per 1,000 households, advice or intervention resolved their situation exceeding our 500 households or 5.1 target. This is top quartile performance both nationally and locally. 0.43% of our households have been accepted as homeless who have previously been accepted as homeless in the last two years, a decrease on the 2.56% in 2006/07 and top quartile performance nationally.							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Healthier Communities and Older People							
	<p>The average length of stay in Bed and Breakfast accommodation, in the year to March is currently being reported as 14.6 weeks against a target of 1 week. This places performance on this measure below the CPA lower threshold (6 weeks). Numbers in temporary accommodation, although reducing remain high with a challenging target set for 2008/09. The average length of stay in hostels, in the year to March '08 was 75.8 weeks against a target of 60 weeks. The count for this indicator measures the entire history of all stays in hostels where the family has been permanently re-housed in the period.</p> <p>The key actions that have been undertaken to support this include:</p> <ul style="list-style-type: none"> • Promote and guide early intervention within the community to reduce homelessness –Young Peoples Forum has been established which is chaired by the Vulnerable Adults Team. This forum promotes early intervention and assists in the planned exits of young people from for example Custody and supported housing • Referrals to supported housing – Vulnerable Adults Team are now responsible for referrals to supported housing and for managing move on arrangements. new procedures and protocols have been developed. A link officer has been identified for each supported housing scheme and regular liaison takes place • Promotion of 'Spend to Save' initiative - spend to save budget in place and Prevention and Options Team advise clients of appropriate situations to use in order to prevent homelessness or to access a private sector solution • Referrals to Housing Benefit Liaison Officer – HB Liaison Officer now based within Prevention and Options Team and concentrates on cases where homelessness is threatened due to housing benefit related issues. this has been very successful in bringing cases into payment and preventing homelessness as a result. • Referrals to private Sector Schemes – housing supply provide private sector properties, receive referrals and facilitate sign up • Improved move on process from supported housing – vulnerable adults team now receive and process all requests for move on from supported housing, making points for recommendations or accessing alternative schemes where appropriate • Probation link partnership – nominated staff attends MAPPA meetings resulting in review of all existing clients and clearer protocol for new referrals. <p>Reduced levels of arrears and consequent evictions from temporary accommodation while waiting for placement into supported housing or an offer on the HRL – two new homelessness project officers have been recruited and are reviewing current practises to provide a seamless and holistic package for young people to both prevent homelessness and ensure that progress is monitored if placed in temporary accommodation.</p>						
HCOP 8	Increase choice	Improve access	76	Please see below	↑	Green	84

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Healthier Communities and Older People							
	and control	to a range of day opportunities for older people by: (A) increasing number of volunteers provided					
		(B) Increasing number of older people attending day opportunities	576	903			580
<p>Good progress has been made against this target to date, having exceeded both the number of volunteers provided and the number of older people attending day opportunities: Increasing number of volunteers provided: - currently have 110 volunteers in operation through Age Concern: 17 volunteers working on the Home Support and Information/Advice project; 17 volunteers working in the Resource Centre (day services); 37 volunteers working on the Trans Age Action project and 36 volunteers working in the Out and About Befriending project. Through the Out and About Befriending project 1240 visits to older people made by volunteers exceeding an annual target of 960, 1611 phone calls made to isolated older people doubling the number achieved last year. Increasing the number of older people attending day opportunities – At 31st March we had 903 older people have accessing a range of day opportunities including: 217 older people attending day centres, 686 older people attending drop in centres or accessing Haringey Libraries or Adult Learning centres. Good progress has been made against this target to date, having exceeded both the number of volunteers provided and the number of older people attending day opportunities:</p>							
HCOP 9	Increase choice and control	Increase number of breaks received by carers	13,000	Please see below	↑	Green	13,386

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Healthier Communities and Older People							
	9.3% of carers for adults and older people received a carer's break or specific carer's service in 2007/08 up from the 6.8% in 2006/07, not quite achieving our 10% target but maintaining our position within the good performance banding.						
HCOP 10	Achieve economic wellbeing	Improve living conditions by: (1) Decreasing tonnage of carbon emitted	200	Please see below		Amber	
		(2a) Older people permanently admitted into residential care	131	139	↑	Green	165 (155) with stretch
		(2b) Vulnerable adults admitted permanently into nursing care	34	21	↑	Green	40 (35) with stretch
		(3) Decrease number of accidental fires	248	253	↑ □	Red	242 (230) with stretch
	<p>The tonnage of carbon not released into the atmosphere</p> <p>During 2007/08 the number of homes which received energy efficiency measures (1196) exceeds the number achieved in the whole of 2006/07. This is also the case for the number of private sector non-decent homes made decent, 271 compared with 109 in 2006/07. However, this does not measure the final outcome which is carbon emission. Based on calculations from the Energy Costs and Carbon saving calculations for the draft EEC 2008-2011 document the following carbon savings have been calculated: Annual savings per measure for an average 3-bed semi-detached - Gross savings (before comfort factor) is 33.2 and Net Savings (after comfort factor) is 28.22; Lifetime carbon/CO2 savings for an average 3-bed semi-detached house - Lifetime years is 40 years, Carbon Savings Tonnes is 1,135.44, and CO2 Savings Tonnes 4,159.96.</p> <p>Number of older people and vulnerable adults permanently admitted into residential and nursing care. – there has been a</p>						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
-------------	---------	-----------	-----------------	---------------	-------	--------------------	--------------

Healthier Communities and Older People

	<p>positive improvement in this area with the number of older people admitted reducing from 156 in April 07 to 139 in March 08, this reduction also occurred in relation to adults with a reduction from 36 in April 07 to 21 in March 08. this meets both the year one targets of 155 and 35 respectively.</p> <p>Number of accidental dwelling fires</p> <p>The figure for accidental dwelling fires during 2007/08 is 253, therefore missing the target of 230 and exceeding last years baseline figure of 248 (see SSC 30).</p> <p>The main delivery mechanism for this outcome is the safety and comfort in the home project, which delivers energy efficiency and security measures to homes occupied by vulnerable people. The project supports the wider Council obligation of achieving decent homes within the borough. The project specifically targets private sector homes and has focussed on thermal comfort measures as it is reported that almost 60-70% of homes in the private sector fail the decent homes standard due to lack of thermal comfort. The proactive based delivery method of the project targets vulnerable residents on a street by street basis using publicity and door knocking. The project also uses intelligence led address lists obtained from council service partners to specifically invite client groups to partake in the initiative.</p> <p>Key actions undertaken through the project include:</p> <ul style="list-style-type: none"> • Identify vulnerable households living in non decent homes - The decent homes contractor continued to work across the east of the borough from Noel Park over to the west. The project utilised SSC Funding as well as North London Sub regional funds to carryout works to resident's properties. The project delivery continued throughout the year by carrying out door to door advertising through, leaflet dropping and then follows up door to door surveying. This method has proven the most effective way of reaching all. Those qualifying residents were then informed of the other partnering roles and how they could contact them if interested. • Identify measures required to improve decency through conducting surveys of vulnerable households. The following measures were implemented as a result of the surveys: 1196 properties have received thermal efficiency measures to their property and 271 non decent homes have been made decent under the thermal comfort element of the decent homes guidance. • Refer vulnerable residents to key partners for fire safety checks, home safety checks and improved heating – An electronic e-form was designed and put onto the Haringey web site in September, along with advice and guidance on how residents can participate and benefit from the partnership scheme. The form wasn't as successful as we had envisaged. Age concern did receive some referrals using this method as did the energy efficiency project. Age concern also benefited from the advertising done through the Decent Homes contractor. Publicity for the partnership was also carried out through attendance at events 						
--	--	--	--	--	--	--	--

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Healthier Communities and Older People							
	<p>organised by the Fuel poverty Officer. Referrals were generated through these events which were attended by all three partnerships</p> <ul style="list-style-type: none"> • Home fire safety visits carried out by Fire Brigade - The number of Home Fire Safety checks carried by stations during 2007/08 was 878, exceeding the target 816 (see SSC 31). • Home safety audits carried out by Age Concern – through the Age Concern Handyperson Service 51 Home Safety Audits were carried out between 1 August 2007 – 31 March 2008 and 191 follow up jobs were completed as a result of the initial visits. 						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Economic Development							
ED 1	Increase employment	2% reduction in overall benefit claim rate for NRF wards	24.5% (May 05)	23.5% (May 07)	↑	Amber	22.5%
	<p>From the baseline period of May 2005, the working age benefit claim rate in Haringey fell by 1.1 percentage points to reach 23.5 per cent at May 2007. Although this reduction is encouraging the risk of not meeting the target to reduce the claim rate by two percentage points by Spring 2008 remains on the upside.</p> <p>Work to deliver this target includes the Haringey Guarantee (see commentary on ED4) and mainstream JCP provision such as the New Deal, Employment Zones and Pathways to Work (from April 2008)</p> <p>Overall figures for the three JCP programmes New Deal, Employment Zone and Pathways to work for April 2008:</p> <ul style="list-style-type: none"> • People into work in Haringey for 06/07 – 1,988 • People into work in Haringey for 07/08 – 2,233 (indicative figures) • Target for people into work 08/09 – 2,300 (indicative figures) • Number of contracted DAF provision accessible to residents within Haringey – 16 <p>To date, 46 long-term JSA and IB claimants have been supported into sustained work through the Haringey Guarantee.</p>						
ED 2	Increase employment	2% reduction in overall benefits claim rate for wards with worst labour market position	10.4% (May 07)	Please see below	↑	Red	8.4%
	<p>The gap between the working age benefit claim rate for Haringey's employment priority wards and the England average narrowed from 10.6 per cent at May 2005 to 9.8 percentage points at May 2007. Although this performance is encouraging the risk to meeting the target of a reduction in the gap to 8.6 percentage points by May 2007 remains on the upside.</p> <p>For further information about the initiatives in place to deliver this target please see the commentary on ED 1</p>						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Economic Development							
ED 3	Increase Enterprise	New VAT registrations in Haringey	4.7 (May 05)	Please see below		Amber	5.1
<p>Although performance has slipped since the baseline year, Haringey's performance still remains significantly above the national and 91 NRF authorities' averages. Work to support businesses and promote entrepreneurial activity in the borough includes the continuing City Growth programme and NRF funded projects to support industrial estates, franchising, BME businesses, young entrepreneurs and safer town centres (Stroud Green road).</p>							
ED 4	Worklessness	People from priority neighbourhoods helped into sustained work	JSA 0 Lone parents and adult carers	39 JSA claimants, 43 lone parents		Green	60
<p>Provisional figures. During 2007/08: 88 long-term (6 months+) JSA claimants and lone parents have been supported into sustained employment through the Haringey Guarantee (39 JSA claimants and 43 lone parents), surpassing the 2007/08 combined target. The following planned activity is in place to ensure that future targets are met:</p> <ul style="list-style-type: none"> Service Level Agreements for Haringey Guarantee contacts agreed with partners/providers to focus on the stretch targets including workless residents of the 12 "worst wards" and long-term JSA claimants and lone parents. Provision commissioned focussed on barriers to sustainable employment identified in the Haringey Guarantee pilot. LDA Area programme funding awarded for the ULV Area with Haringey Council as the accountable body. The programme will be aligned with the Haringey Guarantee delivery and priorities. Families into Work programme to focus on workless families in the Northumberland Park ward. <p>To increase capacity to develop robust pathways to employment within the Haringey Guarantee, four new projects were added, making 10 projects in total. A summary of the projects commissioned during 2007/08 is below:</p> <ul style="list-style-type: none"> Moving Forward – This project is run by Positive Employment and is based on an outreach service at CoNEL, run in partnership with the college's Careers Advice Centre that helps students up to the age of 25 find part-time employment. The project aims to 							

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
-------------	---------	-----------	-----------------	---------------	-------	--------------------	--------------

Economic Development

	engage and support 200 students, refer 25 onto further education and assist at least 25 into sustainable employment.						
	<ul style="list-style-type: none"> • Work Placements for Employment – This project is led by the North London Partnership Consortium (NLPC), in partnership with the Haringey Association of Voluntary and Community Organisations (HAVCO) and Keeping It Simple (KIS) training, and aims to help people into work and voluntary placements as a means of gaining full-time employment. The project aims to engage 150 beneficiaries, place 50 residents into volunteering opportunities and 100 into work placements with at least 30 progressing into sustainable employment. • Working For Health – This project is led by the Haringey Teaching Primary Care Trust (HTPCT), in conjunction with the charity Tomorrow’s People, and is focused on people with poor health and on IB. The project offers outreach facilities in a number of General Practitioner (GP) surgeries in the borough as well as the physiotherapy clinic at St Ann’s hospital. The project aims to engage 150 residents and support 30 into sustainable employment. • Employment Action Network – This project is run by Haringey Council’s Neighbourhood Management team and is aimed at disadvantaged groups including people claiming working age benefits and lone parents. The project runs a resource centre at Northumberland Park where people can access employment support. The project aims to support at least 25 residents into sustainable employment • Haringey At Work – This project is run by Talent At Work, a local recruitment company, and is the main jobs brokerage arm of the Haringey Guarantee. Talent At Work also works with a range of local employers to determine their recruitment needs and suitably matches candidates to these positions through tailored one-to-one support and advice. The project aims to engage and support 150 residents and support at least 60 of those into sustainable employment. • Tackling Worklessness – This project is run by Northumberland Park Community School, in partnership with the Haringey Education Business Partnership, CoNEL, KIS training and Connexions, and is aimed at increasing the scope of vocational subjects and retention rates for those year 11 (15/16 year olds) students who are most in danger of becoming workless. The aim is for 250 students to be engaged on the programme with 213 gaining an NVQ level 2 qualification (85 per cent pass rate), 192 progressing to further education and 40 to be engaged on an enhanced information advice and guidance (IAG) programme leading to an NVQ qualification and the completion of a vocational training scheme. • Crèche at KIS project – This project is run by KIS training and is targeted at unemployed lone parents to train for the National Certificate of Further Education (NCFE) accredited NVQ Level 2 equivalent Social Care Industry qualification. The project aims to engage 30 beneficiaries for IAG and on the training programme, of which at least 24 will gain the NCFE qualification. As part of the course 30 work placements will be arranged and 15 sustained jobs will be secured. • Ready Steady Work – This project is delivered by Artikal Films and is aimed at helping long-term workless residents to access 						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Economic Development							
	<p>employment in the film industry through specific and tailored training and work placements. The project aims to engage 6 beneficiaries, arrange for all 6 to complete 2 work placements and place all 6 into sustained employment.</p> <ul style="list-style-type: none"> • Employment Support Programme – This project is led by Wood Green Town Centre Management and Aidevian Consultancy and will support beneficiaries to access security related employment through the completion of Security Industry Authority (SIA) accredited training courses and assistance with completing SIA application courses for employment. The project aims to deliver training and IAG to 100 beneficiaries with a minimum of 75 gaining the SIA certificate and 30 gaining sustainable employment. • Pre-volunteering – This project, which is led by 5E Ltd, forms part of an LDA pilot programme to test out new approaches to recruiting and training volunteering in advance of the 2012 Olympic Games. The project provides specialist outreach, personal development and vocational training for 50 Haringey residents who will achieve accredited Level 1 qualifications in volunteering accompanied by tailored high quality mentoring, impartial IAG, and volunteering/employability actions. 						
ED 5	Worklessness	Residents on IB helped into work of 16 hours or more for 13 weeks	0	9	↑ □	Red	45
	<p>Provisional figures. During 2007/08, 9 long-term IB claimants have been supported into sustained work through the Haringey Guarantee. While this performance is disappointing against the 2007/08 target of 45 it should be noted that overcoming the long-term and complex barriers to work that IB claimants face is challenging. Indeed, other London borough are facing similar challenges with their respective LAA stretch targets and Islington, who are approaching the end of year 2 of their LAA, are yet to record any sustained IB job outputs.</p> <p>Below is an outline of the planned activity to turn around performance in respect of this stretch target:</p> <ul style="list-style-type: none"> • Service Level Agreements for Haringey Guarantee contracts agreed with partners/providers to focus on the stretch targets including workless residents of the 12 “worst wards” and long-term JSA claimants and lone parents. • Partnership agreed with the Haringey PCT to deliver the service within GP surgeries and co-ordinate Condition Management Programmes with the worklessness agenda. • LDA Area programme funding awarded for the ULV Area with Haringey Council as the accountable body. The programme will be aligned with the Haringey Guarantee delivery and priorities. 						

Haringey Strategic Partnership - Local Area Agreement Outcomes Framework Review Table

LAA Ref No:	Outcome	Indicator	06/07 Baselines	07/08 Outturn	Trend	Progress to Target	07/08 Target
Economic Development							
	<ul style="list-style-type: none"> Families into Work programme to focus on workless families in the Northumberland Park ward. <p>See commentary on ED 4</p>						

Local Area Agreement (LAA) Grant Assurance Process

In order to give an opinion into the usage of the LAA grant 2007/08, Internal Audit undertook a review of the following activities within the stated grant areas against expected outcomes:

Children's Service Grant	£1,910,362
<u>Subject to Review</u>	
1. Travellers - Education	£155,000
2. Foster Payments – Task Centred Reg. Payments	£454,700
Positive Activities for Young People	£457,581
<u>Subject to Review</u>	
3. SAS Martial Arts Academy	£79,000
Primary Strategy Central Co-ordination	£186,130
<u>Subject to Review</u>	
4. Primary Team Salary Costs	£186,130
School Development Grant	£1,985,414
<u>Subject to Review</u>	
5. Behaviour Improvement Programme	£934,758
Preventing Violent Extremism Pathfinder Delivery Fund	£80,000
<u>Subject to Review</u>	
6. Preventing Violent Extremism Pathfinder Delivery Fund	£80,000
Safer & Stronger Communities Fund (Neighbourhood Element)	£581,000
<u>Subject to Review</u>	
7. Wood Green & Bruce Grove	£107,000
Safer and Stronger Communities Fund (Building Safer Communities-revenue)	£361,846
<u>Subject to Review</u>	
8. DAAT Partnership support Grant	£67,027
Safer and Stronger Communities Fund (Cleaner Safer Greener Element -capital)	£980,000
<u>Subject to Review</u>	
11. Road Safety Package	£200,000
12. Northumberland Park Street Light	£215,000
Neighbourhood Renewal Fund (overall allocation)	£7,862,806
Safer Communities NRF	£1,339,500
<u>Subject to Review</u>	
9. Anti Burglary Support Project	£40,000
10. Youth Offending Service – Asylum Worker	£40,000
Better Places NRF	£2,240,000
<u>Subject to Review</u>	
13. Street Washing	£150,000
Enterprise NRF	£1,096,382
<u>Subject to Review</u>	

14. Employment Action Network	£46,556
Children and Young People NRF	£1,133,009
<u>Subject to Review</u>	
15. Youth Offending Service – Reparation	£42,750
16. Youth Offending Service	£292,000
17. Youth Offending Service – Parenting Officer	£42,750
Well Being NRF	£1,311,633
<u>Subject to Review</u>	
18. Healthy in mind Healthy Eating	£148,765
Neighbourhoods and Capacity NRF	£840,000
<u>Subject to Review</u>	
19. Voluntary Sector Development (HAVCO)	£35,000

During the course of the audit, a number of control weaknesses were identified and these are now being addressed by management. However, the identified control weaknesses do not impact on the overall opinion.

It is the opinion of Internal Audit that, based upon the review of the sample of projects, the statement of grant use, in all material respects, fairly presents the eligible expenditure for the period 1st April 2007 – 31st March 2008.

Agreed action plans are in place in order to manage the risks appropriately for those projects continuing into 2008/09.

This opinion is prepared on the basis of the limitations set out below.

The matters raised in this opinion are only those that were identified during the review are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. The responsibility for a sound system of internal controls and the prevention of fraud and other irregularities rest with management and the work undertaken in the forming of the opinion expressed in this report should not be relied upon to identify all strengths and weaknesses in internal control, nor relied upon to identify all circumstances of fraud or irregularity.

The opinion expressed has been reasonably gained from the documentation provided to Internal Audit at the time of the review.

Signed: Anne Woods

Designation: Head of Audit and Risk Management,
Haringey Council,
10 Station Road,
Wood Green,
London,
N22 7TR

Date: 23/06/08

This page is intentionally left blank

LAA GRANT 2007/08: END YEAR STATEMENT OF GRANT USAGE 3/2/1* Authorities - Capital and Revenue (excluding NRF)

Name of Authority

London Borough of Haringey

Purpose

The LAA Grant Determination includes a requirement for the lead local authority to "prepare Statements of Grant Usage at six monthly intervals... The second covering the period 1 April 2007 - 31 March 2008. The authority shall submit each Statement of Grant Usage to the Government Office by such date as the Government Office may specify. The Statement of Grant Usage shall be in such form as the Government Office may specify and shall provide details of eligible expenditure against each relevant block.

It also includes a requirement for the "Chief Finance Officer" to submit to the Government Office an annual report. The report shall set out whether he or she has received an audit opinion from the Chief Internal Auditor that he can provide reasonable assurance that the Statement of Grant Usage, in all material respects, fairly presents the eligible expenditure in the period 1 April 2007 to 31 March 2008 in accordance with the definitions and conditions in this Determination.

Contact Details

Person to whom queries about this statement may be made.

Name	Louisa Aubeeluck
Role	Local Area Agreement Manager
Address	2nd Floor, Alexandra House, 10 Station Road, Wood Green, N22 7TR
Telephone No.	020 8489 4533

CHILDREN & YOUNG PEOPLE BLOCK 2007/08: ELIGIBLE EXPENDITURE

LAA Allocation 2007/08		Outturn 2007/08		Variance	
Revenue	Capital	Total	Revenue	Capital	Total
£4,917,944	£0	£4,917,944	£4,645,885	£0	£272,059
				6%	6%

ADDITIONAL MONITORING INFORMATION

For areas where Children's Fund is pooled:

Total Preventative Spend on 5-13 year olds:

Not Applicable as Children's Fund not pooled within 2007/08 LAA Grant

For areas pooling General Sure Start Grant:

Spend on Sure Start Local Programmes (including children's centres in ex-SSLP settings):

Not Applicable as Sure Start Grant not pooled within 2007/08 LAA Grant

Spend on children's centres in non-SSLP settings):

Not Applicable as Sure Start Grant not pooled within 2007/08 LAA Grant

COMMENTARY

(Please use this box to provide a commentary on the reasons for the variance. The commentary should be sufficient to inform a reasonable understanding of the issues impacting on your ability to spend your allocation.)

Variance is as a result of changes to grant determination rules resulting from a number of funding streams which deliver elements of the Standards Fund being pooled within the LAA Grant for 2007/08. Previously these grants operated within the school educational year rather than the financial year. The value of £272,059 is committed spend. A carry forward request was submitted to Government Officer for London, March 10th 2008, and approval has been granted on the basis of the value being within the permitted 5% of overall LAA Grant total.

SAFER & STRONGER COMMUNITIES BLOCK 2007/08: ELIGIBLE EXPENDITURE

LAA Allocation 2007/08		Outturn 2007/08		Variance	
Revenue	Capital	Revenue	Capital	Revenue	Capital
£1,418,571	£1,346,588	£1,418,571	£1,332,038	£0	£14,550
	Total	Total	Total	%	%
	£2,765,159	£2,750,609	£2,750,609	0%	1%
					Total
					£14,550
					1%

COMMENTARY

(Please use this box to provide a commentary on the reasons for the variance. The commentary should be sufficient to inform a reasonable understanding of the issues impacting on your ability to spend your allocation.)

The variance to the value of £14,550 is committed spend within the Cleaner Safer Greener Element (capital programme) which has not been processed within the given timescale due to project contractual delays. A carry forward request was submitted to Government Office for London on 10th March 2008 and approval has been granted on the basis of the value being within the permitted 5% of the overall LAA Grant total for 2007/08.

LAA GRANT 2007/08: TOTAL ELIGIBLE EXPENDITURE

This worksheet is completed automatically, using data input to the Block worksheets.

LAA Allocation 2007/08		Outturn 2007/08		Variance	
Revenue	Capital	Revenue	Capital	Revenue	Capital
£6,336,515	£1,346,588	£7,683,103	£7,683,103	£1,332,038	£7,396,494
				£272,059	£14,550
				4%	1%
					£286,609
					4%

COMMENTARY

(Please use this box to provide a summary of the reasons for the variance. The commentary should be sufficient to inform a reasonable understanding of the issues impacting on your ability to spend your allocation.)

The total variance to the value of £286,609 is within 5% of the overall LAA Grant Total for 2007/08 (including NRF allocation). The variance within the CYP Block, representing 6% of overall CYP allocation, is a result of changes to grant determination rules resulting from a number of funding streams which deliver elements of the Standards Fund being pooled within the LAA Grant for 2007/08. Previously these grants operated within the school educational year rather than the financial year. The variance within the SSC Block, representing 1% of overall SSC allocation, is a result of project contractual delays within the Cleaner Safer Greener Element (capital programme) which has not been able to process in the given timescale but is committed spend. A carry forward request was submitted to Government Officer for London, March 10th 2008, and approval has been granted on the basis of the value being within the permitted 5%.

LAA STATEMENT OF GRANT USAGE 2007/08

CERTIFICATE

I certify that the above tables give a complete and accurate record of the eligible expenditure in relation to:

- funding paid under the LAA grant determination for 07-08; and

I can confirm that I have received from the Authority's Chief Internal Auditor a reasonable assurance that this Statement of Grant Usage, in all material respects, presents the eligible expenditure in the period 1 April 2007 to 31 March 2008 in accordance with the definitions and conditions in this Determination

SIGNED BY THE CHIEF FINANCE OFFICER

Signature

Name

Gerald Almeroth

Date

CARRY FORWARD 2007/08: ELIGIBLE EXPENDITURE

	Carry forward 2007/08			Outturn 2007/08			Variance		
	Revenue	Capital	Total	Revenue	Capital	Total	Revenue	Capital	%
CYP	£272,059	£0	£272,059	£4,645,885	£0	£4,645,885	£272,059	£0	0%
TOTAL	£272,059	£14,550	£286,609	£6,064,456	£1,332,038	£7,396,494	£272,059	£14,550	1%
									100%
									100%

COMMENTARY

(Please use this box to provide a commentary on the reasons for the variance. The commentary should be sufficient to inform a reasonable understanding of the issues impacting on your ability to spend your allocation)

The total variance to the value of £286,609 is within 5% of the overall LAA Grant Total for 2007/08 (including NRF allocation). The variance within the CYP Block, representing 6% of overall CYP allocation, is a result of changes to grant determination rules resulting from a number of funding streams which deliver elements of the Standards Fund being pooled within the LAA Grant for 2007/08. Previously these grants operated within the school educational year rather than the financial year. The variance within the SSC Block, representing 1% of overall SSC allocation, is a result of project contractual delays within the Cleaner Safer Greener Element (capital programme) which has not been able to process in the given timescale but is committed spend. A carry forward request was submitted to Government Officer for London, March 10th 2008, and approval has been granted on the basis of the value being within the permitted 5%.

This page is intentionally left blank



haringey strategic partnership

Meeting: Haringey Strategic Partnership

Date: 3 July 2008

Report Title: Local Area Agreement End of Year
Performance Highlight Report: 2007/08

Report of: Catherine Cobb, Project Manager,
Policy and Performance

Summary

The purpose of this report is to provide an end of year one outcome against the Local Area Agreement stretch targets including an analysis of direction of travel.

Good progress has been made over the last year with improvements in key areas including healthy schools; personal robbery, recycling and domestic violence sanction detections. Positive progress towards target has been seen in 11 of the 13 stretch targets. Key areas of focus moving in to the second year are the 'not known' figure in relation to NEET's, the number of domestic violence repeat victimisations, accidental dwelling fires, and the number of people on incapacity benefit helped into sustained work

Recommendations

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

For more information contact:

Name: Catherine Cobb

Title: Project Manager, Policy and Performance

Tel: 020 8489

Email: Catherine.cobb@haringey.gov.uk

2. Background

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

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

2.3 A new LAA has been negotiated for the period 2008/09 -2010-11 and the stretch targets agreed as part of our previous agreement will form local targets in the new agreement until 2009/10 when the PRG will become payable . If need be additional years stretch can be agreed on these targets as part of the refresh to bring them in line with the new LAA agreement.

3. Healthier Communities and Older People

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

The number of smoking quitters increased to 352 in the last quarter of year resulting in the stretch target being exceeded. Some of the activity being undertaken in this area is as follows:

- A stop smoking advisor was recruited in October 2007 and has undergone relevant training. An assessment of the number of community advisors who have received level one and two training within N17 area has been completed and active advisors have been contacted to ensure referral pathways are in place
- Level 2 primary care services have been targeted to areas of high prevalence, mainly N17 and this has yielded considerable quitters
- A comprehensive advertising and communications plan was developed and implemented from beginning of November 2007 through to the end of March 2008

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

The first 500 survey (mid October to mid April) results have been received and no statistically significant change from the baseline year 2005/06 is shown, the full year results will be received in December 2008. Action planning is currently taking place and will be finalised in September 2008 on how to improve performance in this area.

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

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

The proxy indicators used to measure this indicator are households receiving decent homes and energy efficiency measures and during 2007/08 the number of homes which received energy efficiency measures (1196) exceeded the number achieved in the whole of 2006/07. This is also the case for the number of private sector non-decent homes made decent, 271 compared with 109 in 2006/07. However this does not measure the final outcome which is carbon emissions. Preliminary internal conversions (Energy Costs and Carbon savings calculation EEC 2008-2011) have shown that the annual average net savings for tonnes of carbon per 3 bedroom house is 28 tonnes; final figures will be available from the contractor in the coming weeks which will confirm whether we are on track. However if our conversions are indicative this target will be met as the result of the interventions.

In addition as part of this project 51 home safety checks and 119 handy person jobs were carried out by Age Concern.

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

There has been positive improvement in this area with the number of older people admitted reducing from 156 in April 07 to 139 in March 08, this reduction also occurred in relation to adults with a reduction from 36 in April 07 to 21 in March 08. This exceeds both the year one targets of 155 and 35 respectively.

(iii) Number of accidental dwelling fires

The number of accidental fires showed improvement in the first quarter of the year, however performance declined in the last three quarters and the end of year figure was 253 which both missed the target and was higher than the 06/07 baseline of 248. The number of home fire safety visits carried out by Fire Brigade during 2007/08 was 878, exceeding the target 816.

For 2008/9 further analysis of the data we have collected will be carried out to try to determine the root causes of these fires and whether there are any interventions we can make to reduce the fire numbers in addition to those we are already taking. In addition we are taking a much more risk focused approach to our HFSV and will be targeting homes in areas where there are significant risk factors.

4. Children and Young People

4.1 Number of schools achieving 'healthy school' status

The number of schools achieving 'Healthy School Status' has improved significantly over the last year increasing from 13% in December 2006 to 66% or 51 schools in December 2007. This has exceeded the year one target by 6% and the number of schools by 4.

4.2 Percentage of 19 year olds with level 2 qualifications

The out-turn for 05/06 academic year has been confirmed as 62%, whilst the 06/07 result has been confirmed as 66% showing the positive work with 14-19 year olds and exceeding the without stretch target for the third year of the agreement, the with stretch target is 68.5% by 2010. The 07/08 result is expected in the later part of 2008 which will confirm our year one result.

Good strategies are in place to raise participation and achievement through the development of a broader more personalised curriculum. Previous and sustained progress at the end of Key Stage 4 will translate into higher attainment at 19 in future years.

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

As at March 2008 319 or 9.1% of Haringey's young people (in a cohort of 4,656 16-18 year olds) were not in education, employment or training (NEETs), continuing the improving trend and exceeding the 12.3% target for 2007/08. The November to January 3 month average on which performance versus target is measured is 10.4% and hit our NEET target for 2010 and our LAA stretch target for 2009. There has been

a marked reduction in the percentage of NEETs compared with last March (13.2%) although current levels remain higher than comparator boroughs.

There has also been a sizeable reduction in the 'unknowns' which increased to 9.6% in March 08 (from 8.9% last month) but remains slightly below last March (9.7%). However the three month average November to March is 10.5% which is higher than the condition of not more than, "not known" 9.9% on the stretch target. This relates to 446 young people whose situation and status regarding employment, education or training is 'unknown' as at March '08 but the condition relating to "not knowns" will only be applied at the end of the period when the PRG would become payable so we still have 2 years to reduce the percentage.

5. Safer and Stronger Communities

5.1 Reduction in personal robbery

In the year to date (April 07- March 08), Haringey has achieved a reduction from 1919 in 05/06 to 1356 in 07/08 in the number of personal robbery offences in comparison with the same period last year. A number of initiatives in place have contributed to this reduction including, a London wide operation to tackle violence among young people whereby London boroughs proactively target known offenders and increase patrols to reassure local communities. Haringey also has a dedicated video identification suite, the team can provide a controlled identity parade within 24 hours of a robbery occurring, the Borough Intelligence Unit includes a dedicated robbery focus desk, responsible for ensuring an intelligence-led approach; providing data analysis and research relating to robbery locations, victims and suspects.

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

The number of sanction detections has improved significantly over 2007/08 from a baseline of 652 or 36.2% in 05/06 to 798 or 51.4% in March 2008. Key actions to deliver this target include additional counselling services for DV survivors, Athena days and additional help to take DV Witness statements where by the police utilise extra resources to arrest a large number of DV perpetrators, and funding additional people to take statements about DV cases.

Hearthstone Domestic Violence Advice Support Centre; In 2008 Hearthstone expands its physical capacity from the current shop front location into the floors. This will not only enable a more appropriate space for survivors and better office space but will allow partners to join us in creating a more holistic service as well as providing group work and therapeutic solutions on site. In November 2007 on White Ribbon Day the London Borough of Haringey won an award of distinction from the Mayor of London in recognition of our outstanding and innovative work to combat Domestic Violence.

5.3 Reduction of repeat domestic violence victimisation incidents

Performance was positive in the first half of the year with the rolling year figure reducing to 211 in quarter two. However the number of repeat victimisations increased in the last half of the year meaning that the end of year figure was 240, lower than the baseline year of 244 but higher than the 191 year one target.

To reduce repeat victimisation in the coming year we are

- Setting up and applying for funding for a MARAC Multi Agency Risk Assessment Conference to meet bi monthly deal with complex DV cases
- Continuing to fund counselling services for DV survivors
- Publicising DV services
- Expanding Hearthstone DV support centre
- Advertising “DV is a crime hoardings” at local tube stations

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

2007/08 results have shown positive improvement in these areas with the number of streets with unacceptable levels of litter and detritus decreasing from 42% to 24.4%. This exceeded the year one target for this indicator was 29%.

7.5 Increase in the number of parks achieving Green Flag status

This year Haringey won eight Green Flags, making the council the joint leading Green Flag authority in London, with more green flag parkland within greater London than any other borough. Haringey is proposing 10 submissions for green flag parks in 08/09 and 12 in 09/10.

7.6 The number of parks achieving Green Pennant status

Haringey has also retained two Green Pennant awards for community managed smaller open spaces. Haringey is proposing a further two green pennant sites per year over the next three years. Sites included in our major renewal and open space capital improvement programmes are: Chestnuts, Markfield, Lordship, Noel Park, Paignton, Belmont, Falkland and Fairfax and Woodside.

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

The baseline for this satisfaction indicator was the Local Government BVPI survey but this is only carried out once every three years. In order to track changes in perception we will monitor satisfaction levels through our quarterly Tracker Survey, annual Parks User Survey (Sept. /Oct.) and the Residents Survey (Nov./Dec.) against 2006/7 baselines of 59%, 6.8 and 57% respectively. The annual parks user survey for 07/08 showed an improvement to 70%. This is only indicative as the questions asked in these surveys and methodology are different to those used in BVPI survey used to establish baseline of 67% in 03/04, although the 06/07 result showed that this had improved to 72% in 06/07 which meets the third year target without stretch, the third year target with stretch is 77%.

The Better Places Partnership commissioned a parks cleansing project to ensure that the parks environment is cleaner, as this enhances residents perception of safety and also discourages anti-social behaviour and criminal activity. The project is focused on the east of the borough. Although litter is a problem all over the borough the problem currently appears to be greater in east of the borough parks. The project also increases staff presence in the parks sites, which is something that is top of all user survey improvements, and helps raise the profile of parks patrol and litter/dog fouling enforcement.

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

25.5% of household waste was recycled or composted in 2007/08, a slight improvement from the 24.7% achieved in 2006/07 and exceeding our 25% target. Key actions undertaken to deliver this target included: rolling out additional commingled rounds in November/ December '07; introducing recycling on private estates in December '07; and generally improving participation rates across all existing schemes. A comprehensive recycling communications campaign was delivered during 2007/8 including editorials and advertorials in Haringey People, lamp post banners promoting the Reuse & Recycling Centres, new updated service leaflets and posters, and a waste reduction poster campaign.

An estates recycling service is being provided to 5,600 households on Homes for Haringey estates in Tottenham and Northumberland Park, allowing residents to recycle a wide range of materials conveniently, either from the doorstep or at near-entry banks directly outside blocks.

The borough-wide expansion of Mixed Recycling Service was extended across Haringey during 2007/08, with 5,000 more kerbside properties benefiting from the service with the introduction of Round 7 in November 2007. A further two more rounds are planned for roll-out in June 2008. This service enables residents to recycle a greater range of materials every week, including plastic bottles, cardboard, food waste and garden waste.

6. Economic Development

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

During 2007/08: 88 long-term (6 months+) JSA claimants and lone parents have been supported into sustained employment through the Haringey Guarantee (44 JSA claimants and 44 lone parents), surpassing the 2007/08 combined target. The following planned activity is in place to ensure that future targets are met:

- Service Level Agreements for Haringey Guarantee contacts agreed with partners/providers to focus on the stretch targets including workless residents of the 12 "worst wards" and long-term JSA claimants and lone parents.
- The provision commissioned focussed on the barriers to sustainable employment identified in the Haringey Guarantee pilot.

6.2 Number of people on Incapacity Benefit for more than 6 months helped into sustainable employment

During 2007/08, 9 long-term IB claimants have been supported into sustained work through the Haringey Guarantee. While this performance is disappointing against the 2007/08 target of 45 it should be noted that overcoming the long-term and complex barriers to work that IB claimants face is challenging. Indeed, other London boroughs are facing similar challenges with their respective LAA stretch targets and Islington, who are approaching the end of year 2 of their LAA, are yet to record any sustained IB job outputs.

Below is an outline of the planned activity to turn around performance in respect of this stretch target:

- Service Level Agreements for Haringey Guarantee contracts agreed with partners/providers to focus on the stretch targets including workless residents of the 12 "worst wards" and long-term JSA claimants and lone parents.

- Partnership agreed with the Haringey PCT to deliver the service within GP surgeries and co-ordinate Condition Management Programmes with the worklessness agenda.
- LDA Area programme funding awarded for the ULV Area with Haringey Council as the accountable body. The programme will be aligned with the Haringey Guarantee delivery and priorities.
- Families into Work programme to focus on workless families in the Northumberland Park ward.

This page is intentionally left blank

LAA Stretch Target Performance 07/08																	Trend against last quarter performance				
Baseline	April	May	June	Q1	July	Aug	Sep	Q2	Oct	Nov	Dec	Q3	Jan	Feb	Mar	Year 1 End Position	Trend	Traffic Light	07/08 Target	Reward Grant	2009/10 LAA Target without/stretch
Children and Young People																					
Number of schools achieving "healthy school" status																					
Good progress has been made over the year improving from a baseline of 13% in december 2006 as a result the year one target has been exceeded by 6%																					
13% as at December 06				21 or 27%				28 or 36%				51 or 66%				51 or 66%			60% (47 schools)	£704,419	75% without 85% with
% of 19 year olds with level 2 qualifications																					
The 06/07 academic results have been published and significantly exceed the 07/08 target therefore we are on track to meet that target																					
56.1% (05/06)																66% (06/07)			59%	£704,419	63.3% without 68.5% with
Reducing the proportion of young people aged 16 to 18 Not in education, employment or training (NEET)																					
There has been a significant improvement in NEET's over the year and the year one target was exceeded although the not known figure for the period November to January was 10.5% missing the condition for it to below 9.9%																					
11.60%	14.30%	14.80%	12.80%	13.96%	13.20%	13.90%	14.10%	13.73%	10.80%	#####	10.90%	10.70%	9.80%	9.70%	9.10%	10.40%			12.3% stretch 11.6%	£704,419	11% without 10.4% with
Safer and Stronger Communities																					
Reduction in Personal Robbery																					
Performance improvement over 07/08 has been significant and the year one target has been exceeded																					
1919	143	137	150	430	94	96	92	282	118	113	97	328	117	110	89	1356			1692 offences	£704,419	5027 without, 4915 with offences over 3 years

Baseline	April	May	June	Q1	July	Aug	Sep	Q2	Oct	Nov	Dec	Q3	Jan	Feb	Mar	Year 1 End Position	Trend	Traffic Light	07/08 Target	Reward Grant	2009/10 LAA Target without/stretch	
Number of incidents of domestic violence which result in sanctioned detections																						
652 or 36.2%	78 or 58.6%	70 or 53%	49 or 38.5%	197 or 50.5%	83 or 51.8%	64 or 53.7%	91 or 56.8%	238 or 54.2%	61 or 50.4%	64 or 58%	75 or 46%	200 or 50.7%				798	51.4%	↓	Green	770	£352,210	2182 without stretch 2310 with
Reduction of repeat domestic violence victimisation incidents																						
Progress was good in the first half of the year, however the number of incidents increased in the second half meaning that the year one target was not met, however there has been an improvement from the baseline year																						
244	222	218	213	213	200	201	211	211	207	209	216	216	230	233	240	240	240	↓	Red	191 (5% reduction)	£352,210	948 without stretch 523 with cumulative or 156 in the
Reduction in litter and detritus in Noel Park, Northumberland Park and Bruce Grove wards																						
The 07/08 results show a positive reduction from 42% to 24.4%, this exceeded the 07/08 target of 29%																						
42% (05/06)																24.4%	↑	Green	29%	£704,419	24% without stretch 20% with	
1) Increase the number of parks achieving Green Flag status 2) The number of parks achieving Green Pennant status 3) The % of people who report that they are satisfied or fairly satisfied with local parks & green spaces																						
Within the year an additional park gained a green flag status 10 parks and 3 pennants have been submitted and we will find out these results in July.																						
The satisfaction with parks and green spaces has improved using the 06/07 BVPI results 5% from the 03/04 baseline, in order to meet the stretch target this will have to increase a further 5% by the third year																						
7				8				8				8					8	↑	Green	-	£352,210	8 without stretch with
2				2				2				2					2	↑	Amber	-	£211,326	2 without stretch with
67% (BVPI 03/04)				72% (BVPI 06/07)				64% (wave 2 track)				70% (annual parks survey)					-	↑	Amber	72%	£140,884	72% without stretch 77% with

Baseline	April	May	June	Q1	July	Aug	Sep	Q2	Oct	Nov	Dec	Q3	Jan	Feb	Mar	Year 1 End Position	Trend	Traffic Light	07/08 Target	Reward Grant	2009/10 LAA Target without/with stretch
Recycling -The % household waste arising sent for recycling or composting as measured by BVPI 82a(i) and BVPI 82b (i) There has been improvement within the year one target of 25% has been exceeded																					
23% (05/06)	26.60%	27.20%	26.80%	26.9%	24.7%	24.8%	25.4%	25.0%	25.2%	26.8%	25.1%	25.7%	24.2%	24.2%	25.6%	25.5%	↘	Green	25%	£704,419	27.3% without 31.8% with
Healthier Communities and Older People Smoking cessation: Increase the number of quitters living in N17 The year one target has been met and significantly exceeded Data available end of August, November, February & May																					
240 (05/06)				48 (Target 33)				49 (Target 34)				77 (Target 68)			352	352	↗	Green	240 stretch 270	£704,419	720 without 870 with
The percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week, as measured by the Active People Survey Interim results for the first 6 months (500 people) have been received and show no statistically significant change. The final 6 months will be received in December 2008.																					
22.9% (05/06)																	↗	Amber	22.9%	£704,419	22.9% without 26.9% with

Baseline	April	May	June	Q1	July	Aug	Sep	Q2	Oct	Nov	Dec	Q3	Jan	Feb	Mar	Year 1 End Position	Trend	Traffic Light	07/08 Target	Reward Grant	2009/10 LAA Target without/stretch
<p>Improve living conditions for vulnerable people ensuring that housing is made energy efficient, decent and safe:</p> <p>1)The tonnage of carbon that can be reliably said to have not been emitted into the atmosphere as a result of a number of energy efficiency measures carried out in the private domestic sector with vulnerable households, as calculated by Haringey Council using the 2004 Energy Saving Trust methodology</p> <p>1a Proxy) Number of properties that have received energy efficiency measures</p> <p>1b Proxy) Number of private sector non decent homes made decent</p> <p>2) Number of older people permanently admitted into residential and nursing care (PAF C72) - cumulative figures are shown with annual equivalent figures in brackets</p> <p>b)Number of vulnerable adult permanently admitted into residential and nursing care (PAF C73) - cumulative figures are shown with annual equivalent figures in brackets</p> <p>3) Number of accidental dwelling fires as measured by London Fire Brigade (numerator of BVPI 142 (iii))</p>																					
<p>The data for efficiency and decent homes is provisional, however there has been a significant increase in the number of households receiving energy efficiency measures and non-decent homes made decent, this is a proxy indicator but provisional carbon conversions have indicated we have met the year one target.</p> <p>The number of older people and adults admitted to residential and nursing care has significantly met the year one target and has improved over the year.</p> <p>The number of dwelling fires has increased over the year and the year one target has been missed</p>																					
-																				£563,535	1) 324 tonnes without 376 with (conversion)
461	23	131	153	307	141	155	133	429	93	0	61	154	119	89	98	1196	↗	Amber			
109	18	19	29	66	29	23	30	82	31	11	28	70	23	16	15	271	↗	Amber			
149 (05/06)	13 (156)	27 (162)	38(152)	38 (152)	45 (135)	66 (158)	73 (146)	73 (146)	82 (149)	97 (146)	98 (131)	98 (131)	99 (119)	128 (140)	139 (139)	139 (139)	↗	Green	165 stretch	£35,221	2a) 465 without 405 with
59(05/06)	3 (36)	6 (36)	10 (40)	10 (40)	11 (33)	8 (19)	8 (16)	8(16)	9 (15)	14 (21)	14 (17)	14 (17)	17 (20)	20 (22)	21 (21)	21 (21)	↗	Green	40 stretch	£35,221	2b) 105 without 83 with
248(05/06)	20	19	15	54	26	23	20	69	23	24	20	67	19	21	23	253	↗	Red	12 fewer fires over 3 years	£70,412	3) 242 without 230 with
Economic Development																					
Number of people from the 12 worst wards helped into sustained work																					
a) JSA into sustained work																					
b) Lone parents into sustained work																					
The number of lone parent s and those on JSA has increased significantly and has exceeded the year 1 target																					
0								23								44	↗	Green	30	£281,768	Nil without 120 with
0								17								44	↗	Green	30	£422,651	Nil without 110 with
Number of people on Incapacity Benefit for more than 6 months helped into sustainable employment																					
The number of those on incapacity benefit helped into sustained work has significantly missed the year 1 target of 45																					
0								0								9	↗	Red	45	£704,419	Nil without 180 with



Meeting: Haringey Strategic Partnership

Date: 3 July 2008

Report Title: Local Area Agreement 2008/09-2010/11 Update

Report of: Sharon Kemp Assistant Chief Executive

Summary

The Partnership has negotiated a new Local Area Agreement for 2008/09-2010/11. Haringey's final Local Area Agreement was submitted to Government Office for London on 30 May 2008 and will be subject to ministerial sign off by end of June 2008.

The HSP's Performance Management Group (PMG) agreed the final submission on behalf of the partnership at its meeting on 28 May 2008. The concluding negotiated changes detailed in the body of the report, which were incorporated within the submission, were approved by the PMG.

It is not envisaged that there will be any major changes to the LAA from this point forward.

Recommendations

That the HSP note the contents of this report.

Financial Comment

The Chief Financial Officer has been consulted over the contents of this report and notes that there are no specific financial implications arising from the report.

Members should note however, as highlighted in section 3.8 the Government has allocated new stretch reward for this round of the LAA with additional sums available for authorities in the most deprived areas. The attainment of the reward is linked to improvement across the agreed 35 indicators.

Legal Comment

The Council and each partner organisation are under a legal duty to have regard to every relevant local improvement target under the Local Area Agreement when exercising their functions.

For more information contact:

Name Louisa Aubeeluck / Mary Connolly
Title Local Area Agreement Manager / HSP Manager
Tel: 020 8489 4533 / 8489 6939
Email address Louisa.aubeeluch@haringey.gov.uk /
mary.connolly@haringey.gov.uk

1 Background

- 1.1 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 35 improvement targets negotiated with Government, 16 attainment targets for the academic year 2008/09 and unlimited local indicators as targets for these are not negotiated with Central Government, and there is no formal reporting requirement.
- 1.2 The HSP approved in principle the LAA for 2008/09-2010/11 at its meeting on 8th April 2008, with delegated authority for sign off given to the Performance Management Group of the HSP. This report informs on the current position.

2. Introduction

- 2.1 Haringey's Local Area Agreement encompasses: A Haringey Story of Place; 35 Improvement Indicators, 16 attainment targets for the academic year 2008/09 and local indicators; Please refer to Appendix A.
- 2.2 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.

3. Current position for 2008 /09

- 3.1 Haringey's Strategic Partnership has negotiated 35 improvement indicators and a number of local targets; along side the 16 attainment targets. Thematic Boards considered and agreed their final selections based on local priorities and the recommendations of GoL and the various government departments.
- 3.2 The 35 improvement 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.

- 3.3 Over the past month, the partnership's target leads have successfully negotiated with central government three year targets for the 35 national indicators within Haringey's Local Area Agreement. These are listed within the outcomes framework at the back of Haringey's Local Area Agreement, which was formally submitted to Government Office for London on 30th May 2008.
- 3.4 To support the target setting process, the programme management team produced a briefing note for thematic leads and target lead officers advising them of the process for gaining sign off through thematic boards, directors and lead members and of the process to be undertaken to ensure quality assurance of targets for audit purposes.
- 3.5 **Deferred national indicators:**
Government Office have advised that the following list of indicators are being deferred until 2009/10, these include: NI 6; NI 32; NI 54; NI 119; NI 125; NI 127; NI 135; NI 149; NI 187. Locally thematic boards will continue to performance manage these indicators.
- 3.6 **Changes to Haringey's indicator selection:**
In addition to the deferred indicators, a changes were made within Haringey's selection of 35 national indicators and local targets, which were agreed by PMG on 28th May 2008, prior to submission to GOL.
- NI 54 Disabled Services for Children (deferred until 2009/10) was substituted with NI 60 Core Assessments.
 - NI 32 repeat incidents of domestic violence (local target) was removed due to our ability locality to deliver against this target, as it is based on Multi Agency Risk Assessment Conferences (MARAC) which are not established locally at this stage;
 - Two local worklessness indicators: *Number of eligible individuals supported into employment through the Haringey Guarantee taking up working tax credit; and Number of eligible Haringey Guarantee participants taking up child tax credit*, was replaced with the Number of registered Haringey Guarantee participants with a completed better off calculation. This substitution was made due to difficulties about accessing recorded measurable data and as a result our ability to performance manage these targets.
- 3.7 Haringey's LAA is expected to achieve government approval by 27th June 2008. Government Office for London has advised that there will no longer be a formal signing off ceremony as previously informed. However, there will be a national launch on the 30th and a 'London Reception' rather than a signing ceremony later in the year. Further details expected from GOL in due course.

- 3.8 Government announced a new round of stretch reward on 4th February, with the total value to be at least £340 million. Split across the partnerships £340 million nationally is equivalent to an average of £2.2 million for each Local Area and this links reward payments to improvement across all of the 35 targets agreed in the LAA. Government also announced that the most deprived areas, which face the greatest challenges, will benefit from an additional £50 million WNF reward. Haringey's WNF reward is linked to two indicators within the supplied basket of WNF indicators; NI 153 and NI 117.



Local Area Agreement
2008 – 2011

Contents

Introduction	3
The Haringey Story	4
The present place	4
Haringey's people	5
Our key challenges	6
Haringey Partnership	8
Haringey's Sustainable Community Strategy	8
Our vision	8
Sustainable community strategy outcomes	
• People at the heart of change	8
• A sustainable future	9
• Economic vitality and prosperity for all	10
• Safer for all	11
• Healthier communities with a better quality of life	11
• People and customer focused	12
Putting our LAA into action	14
A performance management framework for the partnership	14
The Performance Management Group and the Partnership theme boards	14
The Area Based Grant	15
The Voluntary and Community Sector	15
Equalities and cohesion	16
Putting the community at the heart of decision making	17
Our other strategies and plans	17
Conclusion	17
The LAA Outcomes Framework	19

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

May 2008

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, the District Manager for Job Centre Plus 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

* Designated indicators / targets

** NI 153 and 117 form the basket of Haringey's WNF indicators

National Outcome: Stronger Communities								
NI :	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	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	78% 06/07 BVPI survey (baseline will be revised as part of year 1 refresh, when place survey data is available)	81%	82%	84%	Council - Sharon Kemp; TPCT; Police; CONEL; VCS; HAVCO	PMG
4*	% of people who feel that they can influence decisions in their locality*	People and customer focused	41% 06/07 BVPI survey(baseline will be revised as part of year 1 refresh, when place survey data is available)	43%	44%	45%	Council - Sharon Kemp; TPCT; Police; CONEL; VCS; HAVCO	PMG

National Outcome: Stronger Communities								
NI :	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
6*	Participation in regular volunteering *	People at the heart of change	Target deferred until 2009, when a statistically significant improvement will be agreed as part of year 1 refresh.				HAVCO* - Naeen Sheik Council; VCS; Police; TPCT	PMG
Local	NI 7: Environment for a thriving third sector	People at the heart of change	Baseline not available, to be set with targets as part of year 1 refresh				HAVCO* - Naeen Sheik Council; VCS; Police; TPCT	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)	22.90%	26.90%	27.9% provisional	Council - Phung Mun (Sport England reports); TPCT; VCS	Well-being Partnership

National Outcome: Safer Communities								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
15*	Serious crime rate *	Safer for all	Baseline and targets to be set as part of year 1 refresh				Police* - Richard Wood Council; TPCT; Fire Brigade; VCS	Safer Communities
16*	Serious acquisitive crime *	Safer for all	39.8 per 1000 residents (8971) 2007/08 baseline	37.8 per 1000 residents (8523)	37 per 1000 residents (8254)	35.4 per 1000 residents (7985)	Police* - Richard Wood Council; TPCT; Fire Brigade; VCS	Safer Communities
21*	Dealing with local concerns about ASB and crime by the local council and police - proxy % who feel well informed about what the council is doing to tackle ASB *	Safer for all	24% (very or fairly well informed 06/07 BVPI survey)	24%	26%	28%	Police* - Richard Wood; Council; HfH; Courts	Safer Communities
35*	Building resilience to violent extremism *	Safer for all	1	2	3	3	Council _ Sharon Kemp; Police; VCS; Mosques and Muslim Community	Safer Communities
39*	Alcohol-harm related hospital admission rates *	Safer for all Healthier people with a better quality of life.	1342 (06/07)	1% point reduction 1579	1% point reduction 1713	1% point reduction 1824	TPCT* - Tracey Baldwin; DAAT; Council; Police; probation; VCS	Well-being Partnership

National Outcome: Safer Communities								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
40*	Drug users in effective treatment *	Safer for all	2006/07 781 2007/08 estimated at 883	8% (954) increase on 07/08 baseline	14% (1011) increase on 07/08 baseline	20% (1072) increase on 07/08 baseline	TPCT* - Tracey Baldwin; DAAT; Police; MHT; VCS; Probation	Safer Communities
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 or 36%	813 or 38%	Stretch target to end in 09/10	Police* - Richard Wood; Council; DVF; Courts	Safer Communities
Local	Repeat victimisation of domestic violence (2007-2010 stretch target)	Healthier people with a better quality of life.	201 (05/06)	176	156	156	Police* - Richard Wood; Council; DVF; Courts	Safer Communities
Local	Reduction in personal robbery (2007-2010 stretch target)	Safer for all	1919	N/A	4915	Stretch target to end in 09/10	Police* - Richard Wood; Council; BT Police; Victim Support; schools	Safer Communities

National Outcome: Children and Young People								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
Be Healthy								
51*	Effectiveness of CAMHS services *	Healthier people with a better quality of life	13	13	15	16	Council - Sharon Shoesmith; MH providers; MHT	Children and Young People
Local	NI 53: Prevalence of breastfeeding at 6-8 weeks from birth	Healthier people with a better quality of life	1) 40% (07/08) 2) 0% (07/08)	1)50% 2)85%	1)50.1% 2)90%	1)52.9% 2)95%	TPCT* - Tracey Baldwin	Children and Young People
56*	Obesity among primary school age children in year six *	Healthier people with a better quality of life	24% (07/08)	24%	24%	24%	Council - Sharon Shoesmith; TPCT; Schools	Children and Young People
Local	Increase the % of children immunised by the second birthday (MMR)	Healthier people with a better quality of life	82 % (06/07) 55% (07/08)	80%	85%	90%	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%	Stretch target to end in 09/10	Council - Sharon Shoesmith; TPCT; Schools	Children and Young People
Stay Safe								

National Outcome: Children and Young People								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
Local	Victim support services for children and young people	Safer for all	1403 (07/08 up to 19 receive contact from victim support	10% (increase)	Year 2 and 3 targets to be set as part of year 1 refresh		Council - Sharon Kemp; Police; Victim Support	Safer communities
60*	Core assessments for children's social care that were carried out within 35 working days of their commencement *	Safer for all	84% (07/08)	86%	88%	90%	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% (06/07)	68%	68.5%	74.3%	Council - Sharon Shoesmith; CONEL; LSC	Children and Young People
Enjoy and Achieve								
(Attainment targets for academic year 2008/09)								

National Outcome: Children and Young People								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	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%	48.0%			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	67%	75%			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%	66%			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%	50%			Council - Sharon Shoesmith	Children and Young People
83	Achievement at level 5 or above in Science at Key Stage 3 DCSF DSO	Economic vitality and prosperity shared by all	61%	70%			Council - Sharon Shoesmith	Children and Young People

National Outcome: Children and Young People								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
87	Secondary school persistent absence rate DCSF DSO	Economic vitality and prosperity shared by all	7.2%	6.3%			Council - Sharon Shoemith	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%	33.4%			Council - Sharon Shoemith	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%	90.0%			Council - Sharon Shoemith	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%	86.0%			Council - Sharon Shoemith	Children and Young People
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%	41.0%			Council - Sharon Shoemith	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	55.0%	61.0%			Council - Sharon Shoemith	Children and Young People

National Outcome: Children and Young People								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
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%	65.0%			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%	42.0%			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%	64%			Council - Sharon Shoesmith	Children and Young People
100	Children in care reaching level 4 in Maths at Key Stage 2 PSA 11	Economic vitality and prosperity shared by all	43%	64%			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%	18%			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	Targets to be set as part of year 1 refresh			Council - Sharon Kemp; Police; CPS	Safer Communities

National Outcome: Children and Young People								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
112*	Under 18 conception rate *	Healthier people with a better quality of life	64 per 1,000 aged 15-17 (07/08)	5.3% (59)	18.1% (51)	Target to be agreed at refresh	Council - Sharon Shoemith; TPCT	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)	15% (screened or tested)	16%	17%	TPCT* - Tracey Baldwin; Council; CONEL	Children and Young People
Economic Wellbeing								
116*	Proportion of children in poverty *	Healthier people and a better quality of life	36.4% April 2007 - still provisional	34.5	32.5	30.5	Council - Sharon Shoemith (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%	8.9%	Council - Sharon Shoemith; LSC	Children and Young People

National Outcome: Adult Health and Wellbeing								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
Local	NI 119 Self reported measure of peoples overall health and well being	Healthier people with a better quality of life	Baseline and targets to be set as part of year 1 refresh				TPCT* - Tracey Baldwin	Wellbeing Partnership
121*	Mortality rate from all circulatory diseases at ages under 75 *	Healthier people with a better quality of life	98 per 100,000 (07/08)	94	93	92	TPCT* - Tracey Baldwin; Council	Wellbeing Partnership
123*	Stopping Smoking *	Healthier people and a better quality of life	06/07 1872 4-week quitters (not per 100,000)	1008 per 100,000	1008	1008	TPCT* - Tracey Baldwin; Council	Wellbeing Partnership
125*	Achieving independence for older people through rehabilitation /intermediate care * -delayed until Oct 2008 (provisional)	Healthier people and a better quality of life	78%	79%	80%	81%	Council - Phung Mun; MHT; VCS; TPCT	Wellbeing Partnership
126*	Early access for women to maternity services *	Healthier people with a better quality of life	07/08 baseline to be confirmed	50%	60%	80%	TPCT* - Tracey Baldwin; Council; providers of maternity services	Children Young People's
Local	NI 127 Self reported measure of social care users	Healthier people with a better quality of life	Baseline and targets to be set as part of year 1 refresh				Council - Phung Mun	Wellbeing Partnership

National Outcome: Adult Health and Wellbeing								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
Local	% of HIV-infected patients with CD4 count <200 cells per mm3 at diagnosis -	Healthier people with a better quality of life	2004/05 aggregate 36%	42.10%	40.10%	27.95	TPCT* - Tracey Baldwin; Council; VCS	Wellbeing Partnership
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	PAF C62 - 14.22% - Delayed until 09/10	14.22%	19.20%	25.00%	Council - Phung Mun; TPCT; MHT; VCS	Wellbeing Partnership
Local	Carbon emissions from vulnerable private households (2007 -2010 stretch target)	Healthier people with a better quality of life	108 tonnes	N/A	376 tonnes	Stretch target to end in 09/10	Council - Niall Bolger	Integrated Housing Board
Local	Number of older people permanently admitted into residential and nursing care (2007 -2010 stretch target)	Healthier people with a better quality of life	131	135	115	Stretch target to end in 09/10	Council - Phung Mun	Wellbeing Partnership
Local	Number of adults permanently admitted into residential and nursing care (2007 -2010 stretch target)	Healthier people with a better quality of life	34	28	20	Stretch target to end in 09/10	Council - Phung Mun	Wellbeing Partnership
Local	Number of accidental dwelling fires (2007 -2010 stretch target)	Healthier people with a better quality of life	248 (05/06)	230	230	Stretch target to end in 09/10	Fire Brigade*; Council; Age Concern; VCS	Wellbeing Partnership

National Outcome: Adult Health and Wellbeing								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
Local	Number of smoking quitters in the N17 area (2007 -2010 stretch target)	Healthier people with a better quality of life	240 (06/07)	300	300	Stretch target to end in 09/10	TPCT* - Tracey Baldwin	Wellbeing Partnership

National Outcome: Tackling Exclusion and Promoting Equality								
No:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
140*	Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly *	Healthier people with a better quality of life	70% (a great deal or to some extent Q33 BVPI survey)	71%	72%	74%	Council - Phung Mun; TPCT; MHT; VCS; Faith groups	PMG
141*	Number of vulnerable people achieving independent living *	Healthier people with a better quality of life	07/08 65%.	75%	77%	79%	Council - Phung Mun; TPCT	Wellbeing Partnership
149*	Adults in secondary mental health services in settled accommodation * - delayed until 2009	Healthier people with a better quality of life	Baseline not available, will be added as part of year 1 refresh	1% (increase)	1% (increase)	1% (increase)	Council - Phung Mun; TPCT; MHT; VCS	Wellbeing Partnership

National Outcome: Local Economy								
No:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
153*	Working age people claiming out of work benefits in the worst performing neighbourhoods**	Economic vitality and prosperity shared by all	29.1%	27.6%	26.0%	24.4%	JCP* - Walter Steel; Council; CONEL; TPCT; LSC; HAVCO	Enterprise Board
154*	Net additional homes provided *	People at the heart of change	06/07: 1067	1657	1602	1195	Council - Niall Bolger; RSLs; Housing Corporation	Integrated Housing Board
Local I	NI 155 Number of affordable homes delivered (gross)	People at the heart of change	2006/07 204 2007/08 250	340	340	340	Council - Niall Bolger	Integrated Housing Board
156*	Number of households living in temporary accommodation *	Healthier People with a better quality of life	5206 (Dec 2004 baseline)	4,250 (by 31 st Dec 2008)	4,000	2,600	Council - Niall Bolger	Integrated Housing Board
Local I	NI 158 % of non-decent council homes	Healthier People with a better quality of life	42.0% (Q3 07/08) 44.67% (06/07), 49.91% (05/06)	42%	36%	30%	Council - Niall Bolger	Integrated Housing Board

National Outcome: Local Economy								
No:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
171*	VAT registration rate *	Economic vitality and prosperity shared by all	Baseline and targets will be set as part of year 1 refresh				Council - Niall Bolger; North London Business; North London Chamber of Commerce; greater London Enterprise; Business Link for London	Enterprise Board
Local I	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	LSC baseline not available, baseline and targets to be set as part of year 1 refresh				Council - Niall Bolger; LSC	Enterprise Board
Local I	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	LSC baseline not available, baseline and targets to be set as part of year 1 refresh				Council - Niall Bolger; LSC	Enterprise Board

National Outcome: Local Economy								
No:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
	Number of registered Haringey Guarantee participants with a completed better off calculation	Economic vitality and prosperity shared by all	Baseline and targets will be set as part of year 1 refresh				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	39 JSA 43 lone Parents	40 JSA 33 Lone Parents	41 (JSA) 34 (Lone Parents)	Stretch target to end in 09/10	Council - Niall Bolger; JCP	Enterprise 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	7	85	88	Stretch target to end in 09/10	Council - Niall Bolger; JCP	Enterprise Board

National Outcome: Environmental Sustainability								
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes lead partner)	Thematic Board
186*	Per capital CO2 emissions in the LA area *	An environmentally sustainable future	5.0 tonnes per capita (Defra 2005) Proposed spatial level-Unitary	3.6% reduction against baseline (0.18 tonnes per capita)	7.4% reduction against baseline (0.37 tonnes per capita)	11.0% reduction against baseline (0.55 tonnes per capita)	Council - Niall Bolger	Better Places
187*	Tackling fuel poverty - people receiving income based benefits living in homes with a low energy efficiency rating * - proxy measure 'number of households to benefit from energy efficiency measures'	Healthier people and a better quality of life Environmentally sustainable future	April – December 2006 : 316 April – December 2007: 1683	1000 (households) - based on proxy	500 (households) - based on proxy	500 (households) - based on proxy	Council - Niall Bolger; EAGA; British Gas; Fire Service; TPCT; Police; metropolitan Support Trust; Age Concern	Integrated Housing Board
192*	Household waste recycled and composted * (2007-2010 stretch target)	An environmentally sustainable future	2006/07 24.72% 2007/08 25.37%	28%	32%	35 %	Council - Niall Bolger; North London Waste Authority; Greater London Authority	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. 21% b. 32% c. 3% d. 3%	a.12% b. 24% c. 3% d. 2%	a. 12% b. 24% c. 3% d. 2%	a. 12% b. 24% c. 3% d. 2%	Council - Niall Bolger; Enforcement services; Police; probation	Better Places

National Outcome: Environmental Sustainability									
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes lead partner)	Thematic Board	
Local	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting) (2007-2010 stretch target for worst 3 wards)	People at the heart of change	42%	N/A	20%	Stretch target to end in 09/10	Council - Niall Bolger	Better Places	
Local	Number of Green Flag parks (2007-2010 stretch target)	People at the heart of change	2 (06/07)	N/A	12	12	Council - Phung Mun	Better Places	
Local	Number of parks achieving Green pennant status (2007-2010 stretch target)	People at the heart of change	2	N/A	7	7	Council - Phung Mun	Better Places	
Local	The % of people who report they are satisfied or fairly satisfied with local parks & green spaces (2007-2010 stretch target)	People at the heart of change	72%	N/A	77%	Stretch target to end in 09/10	Council - Phung Mun	Better Places	
Local	NI 175 Access to services and facilities by public transport (and other specified models)	An environmentally sustainable future	TfL data not available. Baseline and targets will be set as part of year 1 refresh					Council - Niall Bolger	Better Places
Local	NI 198 Children travelling to school - mode of transport usually used	An environmentally sustainable future	Primary 20.8% Secondary 4.85% (07/08)	Primary 19.5% Secondary 4.8%	Primary 18% Secondary 4.7%	Primary 16.5% Secondary 4.6%	Council - Sharon Shoesmith; Schools	Children and Young People	



Meeting: Haringey Strategic Partnership Board

Date: 3 July 2008

Report Title: Progress Report: Haringey's Compact 'Working Better Together' from Development to Implementation.

Report of: Sharon Kemp, Assistant Chief Executive, Policy, Performance, Partnerships and Communications (PPPC)

Summary

This is the first progress report to partners since the Compact was launched in June 2006.

The report sets out:

- The Compact role within the local and national agenda including Haringey Strategic Partnership (HSP) and Haringey's Local Area Agreement (LAA) **(Point 5)**
- Compact achievements and work undertaken **(Point 6)**
- Development opportunities for the Haringey Compact highlighting the need for greater Compact awareness and increased Compact implementation **(Point 7)**
- Funding and Resources **(Point 8)**
- Way forward and recommendations **(Point 9)**

Recommendations

- i. To note the contents of this report including both progress made and opportunities to Compact implementation.
- ii. HSP to continue to champion the Compact and use it in its operation

For more information contact:

Name: Stephanie Rowland
 Title: Grant and Projects Officer
 Tel: 020 8489 6931
 Email address: Stephanie.rowland@haringey.gov.uk

Background

4.1 Local Compacts govern the way that the voluntary, community and faith sector (VCS), statutory and private sectors work together. The purpose of the Compact is to improve the way that these partners work together. Through

Compacts the VCS's capacity can be better supported so that independent accountable voluntary organisations can do more to meet both their aims and those of statutory partners, thereby enhancing their contribution to the community.

4.2 Haringey's Compact forms the basis for partnership working, supporting stronger relationships, and greater community engagement. This is achieved through:

- creating clearer links and processes,
- using partners mutual strengths through improved communication,
- ensuring the best use of resources, reducing duplication and securing greater value for money,
- securing community empowerment by increasing representation and acting as effective advocates,
- improving consultation and developing joint working protocols built on efficient and effective services.

4.3 Following an extensive 2 year consultation process Haringey's Compact, titled 'Working BETTER Together', was launched on the 21st June 2007. 79 organisations comprising of 71 voluntary and community organisations, 2 private sector and 8 public sector bodies, including Haringey Council and the Teaching Primary Care Trust (TPCT), formally signed up to Haringey's Compact. This has now increased to 102 signatories.

4.4 This report has been informed by the following:

- Current Compact and policy developments at the national, regional and local level
- Feedback through outreach, training and events held within Haringey
- Targeted work undertaken by the Haringey Compact Implementation Group (HCIG) included a stakeholder exercise which took a snapshot of current engagement and commitment to the Compact.

5. The Compact role within local and national agenda including the HSP and the LAA

5.1 Local Compacts have continued to grow and in the future will exist within a new context which will strengthen the Compact, increase compliance and deliver greater value. Within this there are key national drivers which include:

- Commission for the Compact - a national independent body to oversee national, regional and local Compacts
- Compact Voice – represents the VCS in taking the Compact forward and supports the Local VCS.'
- Local Government and Public Involvement in Health Act 2007 which strengthens the new LAA's from 2008 and states VCS representation on Local Strategic Partnerships and in the LAA's.
- The New Comprehensive Area Assessment
- Draft statutory guidance on implementing new local government performance framework,
- The Central – Local Concordat
- the Comprehensive Spending Review (CSR)

5.2 Whilst the Compact is not legally binding, the Government's commitments raise legitimate expectations in public law and breaches can be subject to judicial review. There are national and local examples of Compact being cited

in cases where public bodies were required in law to overturn non-Compact compliant decisions/actions.

5.3 The newly formed Compact Commission is an independent body established to work with stakeholders at a national and local level to build on the work and investment in the Compact and its codes of practice. It will carry out research on the impact of the voluntary sector LAA indicators 'A Thriving Third Sector' and 'Increased Formal Volunteering', and work to ensure that the Compact principles are at the heart of the new LAA's and the partnerships that underpin them. This is a key work stream detailed in the joint action plan 2008-09 between the Compact Commission, Compact Voice, Office of the Third Sector, Local Government Association and Communities for Local Government.

5.4 The guidance for the new LAA's issued in 2007 defines outcomes that promote the principles of Compact working. The current LAA agreed by the HSP includes mandatory targets to empower local people and the obligation to include a statement of community involvement. The Compact is a key mechanism to support the delivery of the LAA, as they increase the third sector's access and ability to contribute to policy, programmes and service delivery. The overarching VCS indicator for 07-08 is participation in regular volunteering.

5.5 Therefore, the Haringey Infrastructure Development Plan (HIDP) and the Community Link Forum (CLF) will look to strengthen the involvement and influence of the VCS in decision-making, policy making, place shaping and in the delivery of services. This includes the 32 VCS representatives that will sit across the thematic boards and the HSP from April 2008. To increase effectiveness the Compact is being embedded within these processes.

6. Compact achievements and work undertaken

6.1 Due to the way that we have worked in partnership with the VCS, the Haringey Compact has been recognised as a model of good practice at the 8th Annual Review of the Compact on relations between the Government and the Voluntary and Community Sector.

6.2 The Haringey Compact has received two Compact Commendations for Excellence from the Compact Commission, for Compact promotion and for driving the Compact forward.

6.3 Strong commitment remains from partners to implement the Compact. To support this there are Compact Link Officers, otherwise known as Compact Champions, identified across the different sectors.

6.4 The Haringey Compact Implementation Group (HCIG), a new multi agency steering group, has been established to oversee and monitor the effective implementation of Haringey's Compact. The HCIG is chaired by the VCS and has wide representation from the VCS. Partners including the College of North East London (CONEL) and the TPCT are exploring how the Compact can be better embedded in their Corporate Cultures and ways of increasing capacity for successful implementation.

6.5 There has been a range of work undertaken by Compact partners directly related and influenced by the Compact. This includes the adoption of Haringey

Council's Grant Aid Standards which aims to standardise the monitoring and implementation of grant giving across the Council

6.6 The HCIG has amended its work plan (Appendix A) to reflect a more direct targeted yearly action plan with a 10 agreed priorities in core areas such as funding and commissioning, communication and equality & diversity.

6.7 The HCIG are putting monitoring and evaluation systems in place to measure effective implementation of the Compact and changes to relationships between sectors.

7. Development Opportunities to strengthen Compact implementation

7.1 The HCIG are still developing awareness of the principles of the Compact and their practical application. The Compact aims to change cultures and this invariably takes time.

7.2 We need to ensure visibility of the Compact in key strategies and plans.

7.3 The Compact needs to be a mediating document that the VCS are confident using when addressing issues that can arise between partners.

7.4 The issue of funding and procurement is a key concern for the VCS. Future funding and commissioning processes need to be aligned to the Compact.

8. Funding and Resources

8.1 Resources for developing and implementing the Compact have been provided by mainstream Council funding with enhancements from other public bodies including TPCT and CONEL. These resources continue to support successful implementation of the Compact and maintain engagement.

8.2 The Compact will remain a priority through resources from Haringey Council and partners.

9. Way Forward and Recommendations

9.1 Significant progress is being made in the implementation of Haringey's Compact.

9.2 The leadership role of the HSP was fundamental in developing the Compact and was beneficial in securing multi agency engagement. Regular reviews and updates presented to the HSP will be important in continuing to embed Compact principles.

9.3 The HCIG will continue to deliver the priorities within their work plan to ensure the Compact becomes a way of working rather than a document (Appendix A).

9.4 Significant promotional work is needed in both sectors to raise levels of awareness of the Compact. Further support is needed to practically promote the Compact to people on the frontline of the Compact relationship, including legal teams, commissioners, voluntary sector trustees, contract managers and policy and procurement officers.

9.5 Therefore, this report recommends that:

- HSP and partners note the contents of this report including both the progress made and the opportunities to Compact implementation.
- HSP to continue to champion the Compact and use it in its operation

10.0 Chief Financial Officer Comment

10.1 The Chief Financial Officer has been consulted over the contents of this report and notes that resources exist in the Voluntary Sector team along with contributions from other public bodies to continue successful implementation and engagement of the Compact.

10.2 It is important that the HSP supports and promotes the on-going use of the Compact in delivering LAA outcomes in partnership with the VCS.

11.0 Head of Legal Services Comments

11.1 The Head of Legal Services notes the contents of the report, and advises that the legal implications have been set out in the body of the report.

12.0 Head of Equalities Comments

12.1 The Compact Group reflects the diversity of Haringey community. It involves a wide range of local organisations and has specific focus on involving groups from all equalities strands, including Black and Ethnic minority community organisations; Women's organisations; Faith groups; Organisations representing young people; Older People; Disability organisations and LGBT groups.

12.2 The aims, ethos and methods of operation of Compact reflect equality and community cohesion agenda to which this Council is committed. It promotes inclusiveness through the broad range of its membership and engagement methods; sustainability of communities through capacity building; equality in service provision through support to groups in regard to funding issues, and cohesion through recognition for the role and contribution of local groups in helping to make Haringey a better place to live and work.

12.3 The draft work plan for 2008/09 will help advance equality through a number of initiatives, for example:

- i. Work to develop the ability to measure engagement of Black and Minority Ethnic and other groups in strategic policy developments.
- ii. Support for infrastructure development of Black and Ethnic minority groups.
- iii. Delivery of recognition for the positive role of young in the life of the borough by working for greater involvement of young people and their organisations in the Haringey Strategic Partnership;
- iv. Working for improved outcomes for children and young people by brokering effective joint working between statutory agencies and voluntary and community organisations working with or providing services to children, young people and their families

12.4 Compact will continue to be monitored for its effectiveness and for its equalities impact, and where necessary, changes will continue to be made in light of experience.

13. Conclusion

13.1 The pace of change in the funding landscape means the Compact is more important than ever and needs to be strengthened. It is difficult to predict the

long term effects of a big shift towards commissioning and contestability. So, it will be important to ensure that processes/ models of commissioning reflect the principles of the Compact.

14. Use of Appendices / Tables / Photographs

14.1 Appendix A HCIG Work Plan 2008/09

HARINGEY COMPACT IMPLEMENTATION GROUP (HCIG)

WORK PLAN 2008/09

- Purpose:** The action plan informs the work undertaken and co-ordinated by the HCIG, a multi agency steering group that oversees the effective implementation of Haringey’s Compact. It is intended to:
- Support the achievement of implementation objectives in each area outlined in the Compact
 - Demonstrate tangible benefits that can be produced by the Compact
 - Secure effective Compact engagement from partners.

The progress made against the action plan will be reviewed yearly at the Annual General Meeting and an update will be provided to the Haringey Strategic Partnership.

[The plan currently shows all actions proposed over the next three years – the HCIG are being asked to agree 2008/09 actions and provide indicative years for other actions outlined below].

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
Effective Implementation and Review of Haringey’s Compact								
1.	Appoint Compact Champions to all HSP theme boards by March 2009	HSP	Training resources, publicity materials	Quarter 1 – Guidance issued Quarter 2 - Champion appointed to Sustainability theme board Quarter 3 - Champion appointed to VFM theme board Quarter 4 – 1 Compact Champion appointed to each theme boards	Increased awareness of the Compact across HSP partnerships with an understanding of how to use the Compact	Stronger relationships and partnerships at the Local Compact level, to deliver the <i>National Outcome</i> – stronger communities Environment for a thriving third sector.	Lack of awareness amongst HSP partners around the Compact	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
						<i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>		
2.	Compact Champions are recruited by all Compact signatories at an organisational/ departmental/ board level (including MP's and Cllrs)	HCIG	Staff time, training and resources and guidance about the Compact and how to use it.	Quarter 1 : Encourage Compact partners to appoint Compact Champions Quarter 2: Training and support provided to Compact Champions Quarter 3: Champions actively promoting the Compact within their department/ organisation Quarter 4: Ongoing support to Champions through dissemination of information and briefings	Organisations and departments proactively using the Compact and embedding it within processes Greater awareness of the Compact and how to use it			
2.	Promoting the Compact with departments across statutory agencies so that it becomes part of the ground rules for conducting business and partnership with the VCS	HCIG (CPO's)	Training resources, publicity materials	Quarter 1 – Seek agency approval to appoint Champions within statutory agencies Quarter 2 – Identify and appoint Compact Champions Quarter 3 – Provide training and guidance to champions to undertake role Quarter 4 -Champions	Champions are appointed Champions promote the Compact within their organisation/ partnership	Effective leadership and willingness to champion difficult issues <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i>	Members of staff within large organisations may not be aware of the Compact obligations and how to use the Compact	

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
				are actively promoting Haringey's Compact amongst organisation/ partnership		People and Customer Focussed <i>Community Strategy</i>		
3.	Produce a communication strategy to improve Compact awareness to ensure that key messages are marketed effectively	HCIG	Staff time, production of Communication strategy	Quarter 1: Review existing communication strategy Quarter 2: Agree key Compact messages to be conveyed Quarter 3: Agree methods for conveying key methods Quarter 4: Production of a communications strategy	Production of Compact Communications Strategy Compact awareness raising undertaken using communications strategy	Compact vision is clearly articulated within HSP and partner organisations and informs partnership working <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People and Customer Focussed <i>Community Strategy</i>	Uncoordinated approach to Compact awareness raising	
4.	Improving understanding of the Compact and how to use it across	HCIG	Staff time	Quarter 1: Review current initiatives that support Quarter 2: look at best	Increased number of partners actively using the Compact	Learning is continuous and implications for cultural change and	Partners remain unclear of how to use and promote the Compact.	

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
	Compact partners			<p>practice within other Compact boroughs</p> <p>Quarter 3: Consider alternative methods to strengthen Compact implementation</p> <p>Quarter 4: Targeted approach to strengthening Compact understanding with partner commitment</p>		<p>fresh methods of work in are identified, understood and acted upon</p>		
5.	Issue an annual voluntary sector report outlining the experience and key messages from the sector about its relationship with the local Statutory Sector	HAVCO	Consultation, staff time to produce report	<p>Quarter 1- Establish process to draft Annual Voluntary Sector Report</p> <p>Quarter 2 – Gather data and consult with the VCS</p> <p>Quarter 3- Evaluate data gathered</p> <p>Quarter 4 – Produce report</p>	Annual Voluntary Sector Report issued	<p>Stronger relationships and partnerships at level, to deliver the Local Compact</p> <p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p> <p>People at the Heart of Change <i>Community Strategy</i></p>	<p>HSP would have a lack of information on how the Compact is impacting on partnership working.</p>	
6.	HCIG to produce an Annual Review Monitoring Report with action plan and	HCIG	Consultation, staff time to produce report and action plan,	-Quarter 1: Put in places monitoring systems to collect monitoring data from partners	Production of Monitoring report and action plan	Stronger relationships and partnerships at level, to deliver the	HCIG and partners Unclear about effectiveness of	

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
	hold an Annual Review meeting		Meeting costs	<ul style="list-style-type: none"> -Quarter 2: Regular collection of monitoring data - Quarter 3: Evaluation of Data - Quarter 4: Annual Compact Event held 	Annual review meeting held	Local Compact <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	the Compact and its direction	
7.	Evaluation of the implementation of Haringey Compact	HCIG/ Compact partners	Consultation, staff time	Quarter 1 : Yearly evaluation of Compact effectiveness and mainstreaming Quarter 2: Scrutiny to review the effectiveness of Haringey Compact Quarter 3: Compilation of feedback and findings Quarter 4: Integrate findings into Compact annual report	Annual Review report produced	Learning is continuous and implications for cultural change and fresh methods of working are identified, understood and acted upon <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart	Would not be able to effectively assess the impact that the Compact was having and the areas that need to be strengthened	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
8.	Undertake a baseline study to assess the extent that partners are observing their commitments under the Compact	HCIG	Consultation, staff time	<ul style="list-style-type: none"> - Quarter 1: Set out how the baseline study will be undertaken including process and survey to be issued to partners - Quarter 2: Conduct baseline study including survey to partners - Quarter 3: Evaluation of study - Quarter 4: Publish report and disseminate to partners including the HSP 	Production of baseline study report	<p>of Change <i>Community Strategy</i></p> <p>Stronger relationships and partnerships at the level, to deliver the Local Compact</p> <p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p> <p>People at the Heart of Change <i>Community Strategy</i></p>	HCIG unclear on the extent that the Compact is being used by partners	
9.	Research the impact of the inclusion of the 'Thriving third sector' and 'Increased formal volunteering' indicators in the Local Area Agreement linking into the national research being undertaken by the Compact	HCIG	Staff time, consultation	<ul style="list-style-type: none"> Quarter 1: With the HSP set out the process to research the impact of the inclusion of indicators Quarter 2: Undertake impact assessment Quarter 3: Evaluate findings Quarter 4: Disseminate findings at national and local level including Compact Commission 	Report produced and disseminated to HSP on the impact	<p>Stronger relationships and partnerships at local level, supported by Local and Regional Compacts and the Compact Action Plan</p> <p><i>National Outcome</i> – stronger communities</p>	HSP partners would be without additional research to provide to Government Office of London	

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
	Commission			and SP		Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>		
10.	Stakeholder exercise to be undertaken to examine commitment and understanding of Haringey's Compact	HCIG	Staff, consultation	Quarter 1: Review signatories to the Compact and level of engagement Quarter 2: Identify gaps in engagement Quarter 3: Pro actively engage stakeholders that may not be fully engaged including private sector partners Quarter 4: Plan in place for maintained and future stakeholder engagement	Increased number of signatories signed up to the Compact Increased number of signatories championing and actively engaged within the Compact process	Stronger relationships and partnerships at local level, supported by Local and Regional Compacts and the Compact Action Plan <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	There may be Stakeholders absent from the Compact process	
11.	Review Compact disputes procedure for feasibility and effectiveness	HCIG/ Camden mediation	Staff time, funding a mediation service to support	Quarter 1: Review existing procedure Quarter 2: Agree how the disputes procedure can be made easier to	Revised disputes procedure promoting positive dispute resolution	Effective leadership and being willing to champion and address difficult issues	Compact dispute procedure not being effectively used	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
			process,	use in consultation with partners and benchmarking against other models Quarter 3: Revise dispute procedure Quarter 4: Publicise revised disputes procedure through workshops and Compact newsletter	Workshops delivered on how to effectively use the disputes procedure	<i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>		
12.	Key policy documents to be race impact and Compact assessed	HCIG/ LBH Equalities	Staff time	Quarter 1: Liaise with key stakeholders to assess feasibility and implications Quarter 2: Seek buy in and commitment from partners to undertake assessment Quarter 3: Agree methodology to Compact and race impact assess key policies Quarter 4: key policies are race impact and Compact assessed	Key policies make reference to the Compact Policies being race impact and Compact assessed	Compact vision is clearly articulated within HSP and partner organisations and informs partnership working <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	Some policy processes may not be Compact compliant	
13.	Review and support	HCIG	Training	Quarter 1: review skills	HCIG successfully	Effective leadership	Could impact on	

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
	the effective HCIG delivery		resources, publicity, Staff time	on implementation group Quarter 2: Provide appropriate skills handling including mediation and partnerships Quarter 3: HCIG supported by CPO's Quarter 4: Review an update membership	manage and deliver the implementation of Haringey's Compact Broad skill base that supports Compact implementation	of Haringey's Compact <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	the leadership and effective implementation of Haringey's Compact.	
14.	Establish structural Compact links at a Local, Regional and National Level	HCIG	Staff time	Quarter 1: HCIG to review where they need to be engaged including HSP through to Compact Commission Quarter 2: To attend and contribute appropriate events to raise the profile of Haringey's Compact Quarter 3: To contribute to consultations that support effective partnership working and the delivery of the Compact. Quarter 4: ensuring that the Compact remains	Compact plays a role in the strategic agenda Compact has established structural links from Local to a National Level	Haringey's Compact is explicitly linked to top priorities and the strategic agenda The Compact vision is clearly articulated and informs partnership working <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i>	Haringey's Compact less able to influence and respond to the changing agenda and current issues	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
15.	Sustainable budget to deliver the Compact	HCIG	Staff time	<p>informed of current issues</p> <p>Quarter 1: Review budget and set budget identifying key Compact priorities on an annual basis</p> <p>Quarter 2: Secure funding from partners to deliver the Compact</p> <p>Quarter 3: Improved financial controls across pooled budget</p> <p>Quarter 4: monitoring budget spend and funding contributions</p>	Sufficient funding to deliver effective Compact implementation	<p>People at the Heart of Change <i>Community Strategy</i></p> <p>There is a dedicated budget for implementing Haringey's Compact including the resource for a CPO and operational costs</p> <p>Compact is fully resourced supporting improved partnership working and successful Compact Implementation</p> <p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p> <p>People at the Heart of Change <i>Community Strategy</i></p>	Will not be able to deliver the priorities – will be less progress towards Compact implementation	
Promoting Partnerships								

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
16.	Make the Compact a key partnership tool for the HSP and the LAA – making it a key reference point	HCIG/ HSP	Staff time	<p>Quarter 1: Liaise with key stakeholders on how the Compact can be embedded into key processes</p> <p>Quarter 2: Compact to engage within the strategic agenda</p> <p>Quarter 3: Follow up actions based on input from stakeholders</p> <p>Quarter 4: Compact a key partnership tool for HSP</p>	<p>Compact a key partnership tool for work undertaken through theme boards and HSP</p> <p>Compact is referenced in key strategic documents</p>	<p>Haringey Compact is explicitly linked to top priorities, floor targets and community strategy</p> <p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p> <p>People at the Heart of Change <i>Community Strategy</i></p>	<p>Compact not fully embedded into key strategic agendas impacting on Compact implementation.</p>	
17.	Training programme/ events in good practice and consistency in developing and managing partnership working including effective representation and outcomes monitoring	HCIG/ HAVCO/ LBH/ TPCT	Staff time, training resources, publicity	<p>Quarter 1: To identify current training courses / partnership events being provided across the borough in partnership working</p> <p>Quarter 2: Liaise with training provided to integrate the Compact and good practice where appropriate</p> <p>Quarter 3: Increase the availability of partnership training to Compact partners</p>	<p>Compact integrated into Partnership training courses</p> <p>Increased take up of partnership training</p>	<p>Partners understand the Compact and use it effectively within their organisation and partnership working</p> <p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p>	<p>Partners may not be linking Compact to their partnership working</p>	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
18.	Engaging with LAA processes to promote meaningful engagement of VCS	HAVCO/ Haringey Community Link	Staff time, dissemination of information to VCO's	<p>Quarter 4: Review take up and impact of course</p> <p>Quarter 1: HAVCO to provide an overview of LAA process to date and current engagement</p> <p>Quarter 2: Obtain work plan and next steps for further VCS engagement</p> <p>Quarter 3: Review any blockages and difficulties</p> <p>Quarter 4: VCS active involvement in delivering LAA targets, information about strategic partnership structure and policies such as LAA</p>	Increased number of VCO's actively engaged in HSP and LAA processes	<p>People at the Heart of Change <i>Community Strategy</i></p> <p>Improved partnership working demonstrated through key processes</p> <p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p> <p>People at the Heart of Change <i>Community Strategy</i></p>	Some VCO's may be disengaged from LAA and its processes	
Volunteering								
19.	HICG to work with the volunteering services to identify ways to promote the Compact within volunteering	HCIG/ HAVCO Volunteering Promotion Service	Staff time	<p>Quarter 1: Liaise with Volunteering promotion to identify opportunities for creating a link to the Compact and joint working</p> <p>Quarter 2: Promote the Compact within publicity and events linked to volunteering</p> <p>Quarter 3: Compact</p>	<p>Volunteering Compact code of practice produced</p> <p>Clear links established between the Compact and Volunteering</p>	<p><i>National Outcome</i> – stronger communities</p> <p>Participation in regular volunteering. <i>LAA outcome</i></p> <p>People at the Heart of Change <i>Community Strategy</i></p>	No clear link between volunteering and the Compact.	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
Recognise the Role of Young People								
20.	Promote joined up working between the VCS, statutory and private sectors that benefit the aspiration of young people, addressing the cycle of poverty and low achievement	HCIG/ CONEL	Consultation, staff time research	<p>Quarter 1: Identify stakeholders working with young people</p> <p>Quarter 2: Consult with key stakeholders including the young people's parliament and key forums on how to achieve better outcomes for young people through partnership working linking to the key local reports 'Changing lives, The Haringey Children and Young People's Plan 2006-09.</p> <p>Quarter 3: Evaluate feedback</p> <p>Quarter 4: Revise Compact objectives around young people</p>	Revised Compact principles around young people	Effective joint working between partners that work with/ provide service to children, young people and their families	Compact obligations under young people not fulfilled	
				<p>Code of Practice to be produced</p> <p>Quarter 4: Good practice in volunteering linked to the Compact circulated widely.</p>	Increased number of stakeholders working with young people are signatories to the Compact	Improved representation and involvement of young people and/or organisations that work with young people within the HSP	<p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p>	

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
						People at the Heart of Change Community Strategy Healthier People with a better quality of life Haringey's Community Strategy		
21.	To develop an overall grant and procurement framework for the VCS in line with LBH's procurement strategy and framework and voluntary sector strategy	LBH Procurement/ CVST/ HAVCO	Staff time, Consultation, Publicity & communication	Quarter 1: Scoping exercise completed, establishment of project group Quarter 2: Draft overall grant and procurement framework Quarter 3: Consultation Quarter 4: Approve Strategy and roll out.	Grant and procurement framework in place endorsed by partners	Joint development with the sector in grant funding/ procurement strategies and progress towards common values between local public bodies and VCS A considered and approach to funding and contracting with the VCS National Outcome – stronger communities Environment for a thriving third sector. LAA outcome	Approach to commissioning and funding the VCS would not be consistent across departments/agencies	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
22.	Development of Compact Code of Good Practice in Funding and Procurement	HCIG	Staff time, Consultation, Publicity & communication	Quarter 1: Review of existing good practice Quarter 2: Consultation Quarter 3: Development of Code of Good Practice Quarter 4: Launch of Code of Good Practice	A Code of Good Practice launched endorsed and used by partners	People at the Heart of Change <i>Community Strategy</i> Strengthened funding relationship and contract management Supporting the local economy by engaging with the VCS and small providers to work together to deliver services <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>	Good practice in funding and commissioning may not be linked to the Compact	
23.	Implementation of a standard Grant Aid Standards	LBH Procurement/ CVST/Equalities	Staff time Training Publicity & Communication	Quarter 1 : Awareness across departments/ agencies that the Grant Aid Standards are in place	All Council departments that provide grant aid to VCS are using the Grant Aid	Balance between how services are purchased i.e. grants and procured contracts	Impact on the implementation of the Grant Aid Standards	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
				<p>Quarter 2: Workshops on implementing the Grant Aid Standards available to staff</p> <p>Quarter 3: Implementation across departments of Grant Aid Standards</p> <p>Quarter 4: Monitor implementation and effectiveness of Grant Aid Standards</p>	Standards within their processes	<p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector.</p> <p><i>LAA outcome</i></p> <p>People and Customer Focussed <i>Community Strategy</i></p>		
24.	Assess the impact of commissioning practice based on the diversity of local supplier base and the consequent prospects for securing improved value for money.	LBH Procurement/ CVST/ Equalities	Staff time Consultation	<p>Quarter 1: Identified commissioning areas for sample i.e. Adult Services, LAA</p> <p>Quarter 2: Baseline established</p> <p>Quarter 3: Assessment process in place including VCS assessing their VFM</p> <p>Quarter 4: Undertake assessment</p>	Report produced detailing the impact of commissioning practice disseminated widely	<p>Improving market knowledge</p> <p>A positive change in the level of funding and support for VCS e.g. simplification of funding processes.</p> <p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector.</p> <p><i>LAA outcome</i></p> <p>People and</p>	Commissioners would have less research around the impact that commissioning was having on the local supplier base	

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
25.	Building Capacity Develop and deliver a tailored programme of procurement training and development	LBH Procurement/ CVST/ HAVCO	Staff time Training Publicity & Communication	Quarter 1: Feasibility study and review of training resources and opportunities conducted Quarter 2: Partner buy in to strengthen capacity in funding and procurement Quarter 3: Put in place Inter Sectoral access to training and development Quarter 4: Roll out inter sectoral training programme	Multi Sector training programme in place	Customer Focused <i>Community Strategy</i> Improving market knowledge <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People and Customer Focused <i>Community Strategy</i>	Lack of knowledge and expertise around procurement across the sectors	
26.	Encouraging the development of partnering arrangements and consortia to develop market for social inclusion	HAVCO/ LBH Procurement/ CVST/ HSP/ LAA	Capacity Building Publicity and Communication Staff time	Quarter 1: Support to establish partnerships and consortia made available to partners Quarter 2: Best practice guidance and models available Quarter 3: Establishment of partnerships and consortia Quarter 4: Increase number of effective partnerships and consortium	X no of Consortium/ partnerships awarded contracts	Supporting the local economy by engaging with the VCS and Small Providers to work together to deliver services. <i>National Outcome</i> – stronger communities Environment for a thriving third sector.	A number of smaller providers will not be able to bid for contracts	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
27.	Expand and review the remit of the Council's (VSOG) to include other public sector agencies/ local funders and purchasers to meet twice a year	LBH CVST	Staff time	Quarter 1: Stakeholder mapping and review of membership Quarter 2: Establish process of meeting Quarter 3: First meeting held with local agencies and purchasers Quarter 4: Regular process and engagement in place with local providers and purchasers	2 meetings per year Engagement of a diversity of providers and purchasers	LAA outcome People and Customer Focussed Community Strategy Joint development with the sector in grant funding/ procurement strategies/ programmes and progress towards common value between local public bodies and the VCS National Outcome – stronger communities Environment for a thriving third sector. LAA outcome People and Customer Focussed Community Strategy	May impact on communication with local funders and purchasers	
28.	To review current methods of publicising local and external funding	LBH Procurement/ Economic Regeneration/ CVST/ TPCT/	Staff Time	Quarter 1: Identify how funding is publicised across the diversity of providers Quarter 2: Review	Increased accessibility to funding information Greater usage of	Better communication and understanding between sectors	VCS may find it difficult to access funding information	

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
		HAVCO		effectiveness of different processes Quarter 3: Review how processes could be linked up to increase accessibility Quarter 4: Findings report produced	methods that publicise funding opportunities i.e. funding website	Better communication and understanding <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People and Customer Focused <i>Community Strategy</i>		
29.	Funders to review their information on funding criteria, monitoring and evaluation procedures to ensure it is accessible, timely and clear	CVSOG/ 2Top	Staff time, Consultation	Quarter 1: Mapping funding available, Quarter 2: Agree funding streams where funding criteria, monitoring and evaluation systems will be reviewed Quarter 3: Undertake review of agreed funding criteria Quarter 4: Findings and recommendations	Changes made to funding criteria and monitoring and evaluation information	A considered and consistent approach to funding the VCS Improved information and relationship management <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i>	Communication around funding criteria, monitoring information may be inconsistent and unclear	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
30.	Review joint commissioning and other joint funding opportunities i.e. LAA	HSP LBH Procurement/ CVST/ TPCT/HAVCO	Staff time, consultation	<p>Quarter 1: Establish process to review joint commissioning processes and opportunities</p> <p>Quarter 2: Undertake a benchmarking exercise that sets out joint commissioning</p> <p>Quarter 3: evaluate existing mechanisms and opportunities</p> <p>Quarter 4: Produce report making recommendations</p>	An evaluation report produced setting out recommendations with partner endorsement	<p>Economic Vitality and Prosperity shared by all <i>Community Strategy</i></p> <p>A positive change in the level of funding and support for the VCS e.g. simplification and joining up of funding processes</p> <p>Improved information and relationship management</p> <p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p> <p>Economic Vitality and prosperity shared by all <i>Community Strategy</i></p>	<p>Opportunities for increased joint working may be missed and areas for strengthening may not be highlighted</p>	
31.	Development and implement arrangements for	LBH CVST/ HAVCO	Staff time, Quality standard tool	Quarter 1: Design a Toolkit based on mainstream quality mark	Quality assurance toolkit widely available and used	A positive change in the level of funding and support	Some providers may not know where to	

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
	monitoring attainment of quality assurance standards		kit, publicity, resources to implement	standards Quarter 2: Pilot self assessment tool kits amongst VCS providers Quarter 3: Roll out of toolkits Quarter 4: Identify any capacity building training needs. Prepare a list of agreed quality marks that the VCS should be encouraged to attain.	by the VCS	Encouraging good planning and design of processes <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all <i>Community Strategy</i>	strengthen service their service provision to improve or demonstrate quality	
32.	Extend the operation of the trade local database to ensure that VCS can appear as a category within their own right and ensure appropriate linkage to contract management system	LBH Procurement	Staff time, resources to amend the database, Publicity	Quarter 1- feasibility to extend database and link to contract management system Quarter 2 Amend database Quarter 3 Publicise database and encourage VCS to use it and supporting resources Quarter 4; Review effectiveness	Amended database VCS providers registering their details on the Trade Local database.	Improving market knowledge <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all <i>Community Strategy</i>	Providers unaware of Trade Local Database and its purpose	

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
33.	Baseline and monitor the use of VCS and SMEs with a view to developing existing support to the local economy and encouraging market development	LBH Procurement/ CVST/ Equalities/ HAVCO/	Staff time, Research and consultation	Quarter 1; Plan process to obtain baseline data on the use of VCS and SMEs Quarter 2: Undertake research and consultation with appropriate stakeholders Quarter 3: Evaluate research and feedback from consultation Quarter 4: Recommendations for developing capacity and stimulating market development	Report presenting baseline data and recommendations for strengthening capacity and stimulating market development.	Improving market knowledge <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all <i>Community Strategy</i>	Could impact on where commissioners address barriers that VCS in securing contracts and developing capacity	
34.	Development and implement arrangements for equalities and Compact monitoring of benefits, distribution of LAA funding.	HCIG LBH Equalities/ HSP/	Staff time,	Quarter 1: Establish process with key stakeholders Quarter 2: Review current arrangements Quarter 3: Put in place an agreed monitoring process to assess distribution of LAA funding aligned to the LAA strategic Commissioning Project Plan Quarter 4: Review monitoring data and effectiveness of process	Monitoring arrangements in place to review distribution of LAA Funding	Joint development with the sector in grant/ funding/ procurement strategies and progress towards common values between Compact partners <i>National Outcome</i> – stronger communities Environment for a thriving third sector.	Less research on the effectiveness of the distribution of LAA funding.	

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
						<i>LAA outcome</i> Economic Vitality and prosperity shared by all		
35.	Compact Proof Procurement/ funding training	HCIG/ LBH Procurement/ CVST	Staff Time	Quarter 1: Liaise with trainers to refer to the Compact where appropriate in funding and procurement training Quarter 2: Compact to be built into course design Quarter 3: Compact Champions/ publicity to promote changes to training Quarter 4: Review feedback to ascertain whether participants understand the link between procurement, funding and the Compact	Course participants understand the link between the Compact and funding and procurement evidenced by evaluation forms	Improving market knowledge <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all	Participants will not be aware of the link between procurement, funding and the Compact.	
36.	Research data from Contract Management system to assess VFM secured across providers	LBH Procurement	Staff Time	Quarter 1: To ascertain whether it is possible to interrogate data on contract management system to assess VFM across the different providers and commissioning practices	Research data from the contract management system is interrogated Findings of VFM and impact of	Improving market knowledge <i>National Outcome</i> – stronger communities Environment for a	Lack of knowledge around the impact of VFM against commissioning practices	

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
				<p>Quarter 2: If possible, establish process and sample of providers to assess VFM Quarter 3: Undertake research Quarter 4: Make findings available</p>	<p>commissioning practice disseminated to partners</p>	<p>thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all</p>		
37.	<p>VCS to evaluate their own Value for Money to support business case for funding</p>	<p>HAVCO/ Haringey Community Link/ HIDP</p>	<p>Staff Time, resource to develop process/ system where VCS can assess VFM/ Workshops</p>	<p>Quarter 1: Identify process to ascertain methods where the VCS can effectively evaluate funding Quarter 2: Consultation and research into existing models Quarter 3: To pilot methods with the VCS Quarter 4: To make methods available supported by workshops</p>	<p>Methods in place where VCS can effectively assess VFM Providers using method to demonstrate high quality performance</p>	<p>A positive change in the level of funding and support for the VCS <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all</p>	<p>May impact on providers ability to demonstrate performance</p>	
38.	<p>Sharing funding information</p>	<p>LBH Procurement/ CVST/ TPCT</p>	<p>Staff time, resources to gather information and make available to partners</p>	<p>Quarter 1: Stakeholder buy in to share funding information Quarter 2: Identify and agreed process to share annual mapping of funding information</p>	<p>Agreed process to share funding information Funding information widely accessible</p>	<p>Open sharing of funding information <i>National Outcome</i> – stronger communities</p>	<p>Duplication may be occurring across funders, possible lack of communication and opportunities for</p>	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
				<p>across and between sectors Quarter 3: Establishing process Quarter 4: Sharing of funding information between partners :</p>		<p>Environment for a thriving third sector. <i>LAA outcome</i> People at the Heat or Change Haringey Community Strategy</p>	<p>joint funding may be missed</p>	
39.	<p>Encouraging intelligent commissioning and developing skills and awareness of procurement roles across and between sectors</p>	<p>LBH Procurement/Equalities/HAVCO</p>	<p>Staff time, training and support resources, publicity</p>	<p>Quarter 1: Review methods/ available resources for skill development and awareness raising of funding procurement Quarter 2: Review materials and training opportunities to increase accessibility Quarter 4: Publicise and disseminate training opportunities and resources Quarter 4: Review impact of awareness raising on commissioning and funding processes</p>	<p>Training and Resources on procurement roles and skill development is accessible across and between sectors Training and resources increase awareness of procurement roles</p>	<p>Strengthened relationships and contract management <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> Economic Vitality and prosperity shared by all</p>	<p>Possible lack of awareness about procurement roles and the resources available</p>	
40.	<p>Review the current information about premises including available space,</p>	<p>HAVCO/ LBH Property Services</p>	<p>Staff time, production of appropriate resources</p>	<p>Quarter 1: HAVCO to coordinate a review of current available information</p>	<p>VCOs have access to relevant information to accessing and</p>	<p>Open sharing of information</p>	<p>VCO's find it more difficult to access appropriate</p>	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
	guidance and information on managing properties and planning proposals			<p>Quarter 2: Consult with VCOs and stakeholders about information they need to manage premises</p> <p>Quarter 3: HAVCO to provide access to premises information and ensuring that this is maintained</p> <p>Quarter 4: HAVCO/HCIG to prepare a director on space available that VCS can access linking into the Councils Community premises</p>	managing premises	<p>Improved access to and management of community buildings</p> <p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p> <p>People at the Heat or Change Haringey Community Strategy</p>	space and may need guidance to manage premises	
Improving Liaison – Information and Communication, Consultation								
41.	Establish a joint multi agency steering group	HCIG/ LBH Partnerships/ TPCT/ Police	Meeting costs	<p>Quarter 1: Review existing forums where communication is a core priority</p> <p>Quarter 2: Stakeholder buy in for a communication group</p> <p>Quarter 3: To assess where a possible communication group could be linked to</p> <p>Quarter 4: Multi agency communication in operation</p>	<p>Multi agency group in operation</p> <p>Recommendations made by the group to strengthen communication between and across partners</p>	<p>Better communication and understanding between sectors</p> <p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p> <p>People at the Heat</p>	Opportunities missed to strengthen communication	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
42.	Improve information provided to and by the VCS	HAVCO/ Haringey Community Link/ HIDP	Staff time Marketing	<p>Quarter 1: HAVCO to encourage continued sign up place to their voluntary sector database</p> <p>Quarter 2: Up to date information about the VCS services and forthcoming events made available on Haringey Community Link and other formats</p> <p>Quarter 3: VCS should create their own webpage possibly using Haringey Community Link</p> <p>Quarter 4: Review effectiveness of information reaching the diversity of the VCS through partnership working</p>	<p>Increased number of groups signed up to HAVCO's database</p> <p>More providers are accessing information through Haringey Community Link</p>	<p>or Change Haringey Community Strategy</p> <p>Better communication and understanding between sectors</p> <p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p> <p>People at the Heat or Change Haringey Community Strategy</p>	<p>Opportunities missed to strengthen communication</p>	
43.	VSOG to meet umbrella bodies to discuss reviews, proposed changes and impacts on VCS	LBH CVST	Staff time Meeting costs, publicity	<p>Quarter 1: Explore how the current 2nd tier body can feed into VSOG</p> <p>Quarter 2: Clarify expected outcomes and</p>	<p>Quarterly monitoring meeting in place with strong VCS representation</p>	<p>Better communication and understanding between sectors</p>	<p>Opportunities missed to strengthen communication</p>	

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
				<p>benefits</p> <p>Quarter 3: Stakeholder engagement</p> <p>Quarter 4: Meetings occurring on a quarterly basis with strong VCS engagement</p>		<p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p> <p>People at the Heat or Change Haringey Community Strategy</p>		
44.	Strengthening Consultation processes joined up across the sector	LBH Communication/ TPCT/ Police/ HAVCO/ HCIG	Staff time Resources to pull together a consultation calendar	<p>Quarter 1 : Consult with stakeholders on the feasibility of sharing consultation information to publish quarterly calendar</p> <p>Quarter 2: Secure buy in to compile quarterly calendar</p> <p>Quarter 3: Agree lead partner and how the quarterly consultation calendar will be compiled</p> <p>Quarter 4: Production of Quarterly consultation calendar</p>	<p>Production of quarterly consultation calendar made available to all partners</p> <p>Improved consultation planning</p>	<p>There is effective public engagement in local strategic policy making and decision making processes</p> <p><i>National Outcome</i> – stronger communities</p> <p>Environment for a thriving third sector. <i>LAA outcome</i></p> <p>People at the Heat or Change Haringey Community Strategy</p>	Consultations may not be as co-ordinated as they could be and could lead to consultation fatigue	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
45.	Develop and resource a multi agency mechanism that will allow partners to: - co-ordinate consultation, and if feasible commissioning joint consultations - to have an overview of planned consultations in Haringey - encourage incorporation of Compact principles into local consultations and community engagement	HCIG/ HAVCO/ LBH Communications and Consultation/ TPCT/ Police	Staff time, meeting costs, Support to the mechanism	Quarter 1: To discuss proposal with providers Quarter 2: To identify mechanism that enables the co-ordination of consultation and to develop an overview Quarter 3: Establish mechanism Quarter 4: Review effectiveness of mechanism	Consultation multi agency mechanism in place Improved co-ordination of consultation and information sharing	There is effective public engagement in local strategic policy making and decision making processes A proportion of local consultations complying with the timescales set by Haringey Compact	Consultations may not be as co-ordinated as they could be and could lead to consultation fatigue	
Valuing the role of BME and community Groups								
46.	Undertake specific campaigns to promote the use of the Compact, and raise awareness of how to use it in particular within: BME groups Community groups Volunteer – involving	HCIG	Staff time, resources to engage BME groups	Quarter 1 : Review consultation information and the issues that are affecting BME providers Quarter 2: To encourage BME groups to access resources provided by HAVCO/ Haringey Community link and other appropriate	Increased number of BME groups signed up to the Compact and are confident to work in partnership BME groups believe that there are	Increase understanding of role of the Compact in promoting equality and community cohesion <i>National Outcome</i> – stronger communities	BME and community groups may be unable to use the Compact for mutual benefit due to lack of understanding.	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
	organisations			agencies Quarter 3: Representation on BME community forum Quarter 4: Feedback messages to BME sector through outreach and engagement	represented and supported	Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Community Strategy</i>		
47.	Work with BME Community Groups to have good governance in place and are in a healthy position to develop partnerships with other VCS organisations, statutory and private partners	HAVCO/ Haringey Community Link	Capacity Building Resources	Quarter 1: Review capacity building opportunities available to BME organisation and small community groups Quarter 2: Liaise with capacity buildings officers and training opportunities Quarter 3: engage with new and emerging BME groups Quarter 4: BME groups actively accessing support available	BME groups have increased capacity to develop their organisation and engage in partnership working	Infrastructure of BME/ Community groups developed so that they are confident about their sustainability <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Haringey Community Strategy</i>	BME and Community groups may feel unsupported and isolated from processes	
48.	Develop BME/ Community Code of Good Practice	HCIG/ HAVCO	Staff time, development of code, marketing	Quarter 1: Agree how the Compact Code of Practice will be developed Quarter 2: Research	Compact Code of Good Practice produced for BME/ Community groups supporting	Partnerships to be develop between BME and community groups/ reduced duplication	Opportunity missed for best practice sharing	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
				existing data Quarter 3: Agree format and content Quarter 4: Produce Compact Code of Good Practice for BME/Community Groups	partnership engagement	Able to measure engagement of BME and community groups in strategic development <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i> People at the Heart of Change <i>Haringey Community Strategy</i>		
49.	Local Change Up Development Plan to indicate clearly the impact that projects will have on BME VCO's infrastructure	HIDP/ HAVCO	Staff time	Quarter 1: Liaise with HIDP and HAVCO to review the progress of the projects to date and how BME impact is being assessed Quarter 2: Identify next steps for measuring impact on change up projects – ensuring maximum impact for VCS group Quarter 3: Measuring	Understanding the impact that projects linked to Change Up have on BME VCO's	Ability to measure engagement of BME and community groups in strategic development <i>National Outcome</i> – stronger communities Environment for a thriving third sector. <i>LAA outcome</i>	Lack of knowledge of how Change Up Projects are impacting on BME VCO's	

APPENDIX A HSP July 08

	ACTION (To be prioritised by HCIG)	LED BY	RESOURCES NEEDED/ TIMESCALE	Milestones by target quarter	Measure	Outcomes	RISK (if action not undertaken)	Year (to be agreed by HCIG)
				impact built into Change Up Plans Quarter 4: Review outcomes		People at the Heart of Change <i>Haringey Community Strategy</i>		



Meeting: Haringey Strategic Partnership

Date: 3 July 2008

Report Title: Risk Management Strategy and Framework for the HSP

Report of: Anne Woods, Head of Audit and Risk Management

1. Purpose:

- 1.1 To propose a risk management strategy and framework to allow the HSP to identify and manage its key risks in a cost-effective and uniform manner.
- 1.2 To provide a draft risk register template for the PMG and Theme Boards for review and approval.

2. Summary:

- 2.1 The HSP is a key delivery agent in ensuring that the Local Area Agreement (LAA) is achieved across the Haringey boundaries. In order to ensure that the HSP can achieve the outcomes specified in the LAA, the risks which might prevent a successful conclusion need to be identified, managed and monitored.
- 2.2 In order to ensure that a uniform approach is adopted across the HSP Theme Boards, it is recommended that the HSP adopt a risk management strategy which will enable it to manage the identified risks appropriately.
- 2.3 This report and appendices set out the draft risk management strategy and proposed framework (Appendix A) which will be in operation across the PMG and HSP Theme Boards.
- 2.4 This report also provides a template for the risk registers to be implemented across the PMG and Theme Boards (Appendix B)

3. Recommendations:

- 3.1 That the HSP approves the Risk Management Strategy and the actions proposed to develop and embed the risk management process across the Haringey Strategic Partnership.
- 3.2 That the HSP approves the proposed format for the risk registers to be implemented across the PMG and the HSP Theme Boards (Appendix B).
- 3.3 That the HSP formally adopt the Risk Management Strategy (Appendix A).

Lead Officer(s): Anne Woods – Head of Audit & Risk Management
Mary Connolly, HSP Manager

4. Background

- 4.1 All organisations need to ensure that they have systems and processes in place to assist them in achieving their objectives and outcomes. The identification of risks which might prevent the organisation from achieving its objectives is an important element in the running of any business: ensuring that threats to corporate objectives and service delivery are minimised; and that business opportunities are exploited to maximise resources or revenue.
- 4.2 Risk management is seen as an increasingly important factor by various external assessment processes, including the Comprehensive Performance Assessment. Risk management is included within the annual 'Use of Resources' assessment and specific reference is made to partnership working. The CPA is being replaced in 2009 with the Comprehensive Area Assessment (CAA), which places partnership working at the heart of its assessment and evaluation processes. The Haringey Strategic Partnership therefore needs to demonstrate that it has an effective management and monitoring process at all levels.
- 4.3 The Audit Commission identified a number of improvement opportunities in their CPA 2007: Use of Resources Judgement. In relation to risk management and partnerships that: *'Ensure that arrangements to identify and manage risks relating to significant partnerships are operating and embedded'*.
- 4.4 As the CAA is introduced, the management of risks across partnerships will be subject to increasing scrutiny and the HSP needs to be able to demonstrate that it has effective arrangements in place. It is therefore essential that the HSP takes appropriate action to ensure that risk management is implemented effectively and that the HSP can demonstrate compliance with the higher level CPA and CAA Use of Resources elements.

5. Strategy and Framework

- 5.1 The proposed risk management strategy is attached to this report as Appendix A. The aim of the strategy is to explain what risk is, the level of risk that is considered to be acceptable and the risk management framework the HSP will use to identify, assess and manage risks.
- 5.2 The strategy sets out how risk management will be developed across the HSP in order to meet the challenges, legislation, and the CPA and other assessment processes facing the HSP. The framework includes amendments to the monitoring and reporting of risks, with the proposals describing a formal sign off process for Theme Boards and the Performance Management Group. The framework also specifies that risk registers should be implemented across the PMG and Theme Boards and a template for these is contained at Appendix B.
- 5.3 Training on developing and implementing risk management and risk registers will be provided to all Theme Boards and the PMG by Haringey Council's Internal Audit Service. The monitoring and updating of individual risk registers is an ongoing process and the PMG and Theme Boards will need to ensure that this is done on a regular basis to ensure that emerging risks are identified and managed appropriately.
- 5.4 All Theme Board risk registers reflect the agreed LAA targets, which form the basis of the key risks, but also include a number of areas which may impact on the Theme Boards' ability to deliver its outcomes. The PMG risk register contains those LAA targets which cannot be allocated to individual Theme Boards. In addition, the PMG has overall responsibility for a number of key risk areas which are included in the PMG risk register.

6. Implications and next steps

- 6.1 Setting up the risk registers is only one element within the risk management framework. The Risk Management Strategy sets out how all the various processes involving risk should be managed. This approach demonstrates how each of the formal business planning and management functions should consider risk on a uniform and planned basis across the HSP. The implementation of the strategy should ensure that all key business risks are reviewed at regular and defined intervals and the HSP will be able to demonstrate a co-ordinated and effective approach.
- 6.2 Implementing this risk management strategy will demonstrate that Theme Boards 'own' their business risks and the process is embedded. It will also assist in achieving improved ratings within the CPA Use of Resources process.
- 6.3 However, it is important that the various formal documents are used properly, reviewed and kept up to date on a regular basis. Internal Audit will continue to provide support to the HSP to ensure that risk registers are kept up to date. Support from the Performance and Policy Division will also be available to the HSP to ensure that performance management risks are managed.

This page is intentionally left blank

**Haringey Strategic Partnership
Risk Management Strategy
Version 1.0
May 2008**

DRAFT

Contents

1. BACKGROUND	1
2 INTRODUCTION	2
3 WHAT IS RISK?	3
4 WHAT IS AN ACCEPTABLE RISK?	4
5 WHAT IS RISK MANAGEMENT?	5
6 WHO IS RESPONSIBLE FOR RISK MANAGEMENT?	6
7 RISK MANAGEMENT – THE FRAMEWORK	6
APPENDIX 1 - RISK REGISTERS COMPLETION GUIDE	

DRAFT

1. BACKGROUND

- 1.1 It is recognised that all partnerships face a range of risks which may affect the achievement of their objectives. Risk management is therefore an essential part of securing the 'health' of any partnership. Risk management is an important element in the running of any business: ensuring that threats to corporate objectives and service delivery are minimised; and that business opportunities are exploited to maximise resources or revenue.
- 1.2 Risk management is part of the overall arrangements for securing effective corporate governance. Corporate governance can be described as the systems which public sector partnerships use to direct and control their operations and relate to their communities.
- 1.3 Good corporate governance can provide the partnership's various communities, and other organisations, with confidence that it maintains the highest possible standards in delivering services. It is impossible for any partnership to achieve effective corporate governance arrangements without an effective risk management framework.
- 1.4 The public sector partnership also has to take account of various external requirements and inspection regimes, which include issues relating to corporate governance or risk management. The Accounts and Audit Regulations 2006 require local authorities to review, at least once a year, the systems they have in place to control and manage the services they provide. From 2007/08, local authorities must also publish an annual governance statement (AGS), which represents the end results of its annual review, with its financial statements. The AGS must include partnership working as part of the review.
- 1.5 The Comprehensive Performance Assessment (CPA) was introduced in order to evaluate local authorities' performance over a number of areas. Risk management is included within the annual 'Use of Resources' assessment and specific reference is made to partnership working. The CPA is being replaced in 2009 with the Comprehensive Area Assessment (CAA), which places partnership working at the heart of its assessment and evaluation processes.
- 1.6 Everyone within the Haringey Strategic Partnership has a role to play in managing risk. In order to put this in context and provide an explanation of how the various statutory and local requirements should be met, this strategy has been developed.

2 INTRODUCTION

- 2.1 This strategy provides an overview of the Haringey Strategic Partnership's (HSP) risk management position and what it needs to do to move towards achieving the highest ratings in the relevant CPA (and from 2009, the CAA) assessments. It clarifies the various roles, responsibilities and governance structures within the HSP.
- 2.2 The HSP, via statutory requirements and corporately set objectives, must balance the demands of service users and tax payers; involve communities in service provision; deliver, commission and regulate services; and enter into strategic and local partnerships, often involving complex funding arrangements.
- 2.3 Balancing all of these, sometimes conflicting, objectives means that the HSP needs a framework which ensures that a pro-active approach is taken and risks are considered before decisions are taken by the appropriate body or Theme Board.
- 2.4 The aim of this strategy is to ensure that risks are identified at the right time to enable good decisions to be made, including:
- reducing the impact and/or number of risks which could prevent the HSP achieving its objectives; and
 - ensuring that the HSP takes advantage of opportunities to improve its performance.
- 2.5 Risk management can make a difference and enhance the performance of the HSP by:
- Identifying and preventing the bad things from happening; and
 - Ensuring that all the good things we want to do actually happen.
- 2.6 The aim of this strategy is to ensure that everyone responsible for managing and taking decisions is aware not only of the key risk management functions, but also their responsibilities in relation to them.
- 2.7 From the Performance Management Group's (PMG) and Theme Boards' perspectives, the emphasis should be to achieve their objectives and deliver their outcomes. Risk management should be used to facilitate this in the most effective way possible. By using a systematic approach, managers will ensure that they consider all the options available to them, and be in a better position to anticipate and respond to changing social, environmental and legislative requirements.

3 WHAT IS RISK?

- 3.1 For a public sector partnership as the HSP, risk can be defined as:
Anything that poses a threat to the achievement of our objectives, programmes or service delivery to the residents, businesses and communities of Haringey.
- 3.2 Risks can come from inside or outside the HSP, and may include financial loss or gain, physical damage to people or buildings, client dissatisfaction, unfavourable publicity, failure of equipment, or fraud. Failing to take advantage of opportunities may also have risks for the HSP, for example not bidding for funding, or not publicising successes.
- 3.3 Taking advantage of new opportunities, for example working with the a wider range of partner organisations to deliver services, can also mean the HSP has to deal with different types of risks. However, not taking advantage of these opportunities may leave the HSP facing bigger risks in the future.
- 3.4 Therefore, some risks should not necessarily always be avoided. However, this should not mean the HSP takes poorly thought through decisions which may cause losses of confidence, finance, or reputation. If risks are identified and managed effectively, they can allow the HSP to take opportunities for improving services.
- 3.5 Risks can be classified according to how they may affect the HSP as it aims to deliver its outcomes:
- **Strategic risks** - risks which may affect the HSP's ability to achieve its outcomes.
 - **Reputational risks** - risks that may undermine the confidence that the HSP's partners, customers, staff and the public have in it, e.g. adverse media publicity.
 - **Operational risks** – risks which may prevent the HSP delivering its core services, e.g. lack of staff, damage to buildings, equipment failure.
 - **Financial risks** – risks which may cause a breakdown in the HSP's financial systems e.g. fraud.

4 WHAT IS AN ACCEPTABLE RISK?

- 4.1 As a general principle, the HSP will seek to eliminate and control all those risks which:
- have a high potential for incidents to occur;
 - would have a substantial adverse financial impact;
 - would cause loss of public confidence in the HSP and/or its partner organisations; or
 - may stop the HSP from carrying out statutory functions or achieving its strategic objectives.
- 4.2 The HSP recognises that it is impossible to eliminate all risks, especially those which it has no control over e.g. changes to legislation, climate and weather influences, or external power failure.
- 4.3 The HSP will always try to reduce or eliminate risks wherever possible, but it needs to strike the right balance between how much it costs to manage or eliminate risks and taking no action. For example, the costs of eliminating risks in a system may be more than the amount of money the HSP may lose if the system were to fail. In these circumstances, the HSP would want to ensure that there were sensible precautions taken to manage the risks, but that these were balanced against what it would cost if the system were to break down.
- 4.4 Systems that the HSP puts in place should therefore be flexible enough to encourage innovation and imaginative use of its limited resources, subject to any legal requirements, in order to deliver better services to its stakeholders.
- 4.5 All projects and programmes of change carry with them some risk of failure. The willingness to take advantage of opportunities or new innovation, in a managed way, is a sign of an ambitious partnership. It is important that risks associated with opportunities and innovation are identified and effectively managed, to ensure that the strategic objectives of the HSP are achieved.

5 WHAT IS RISK MANAGEMENT?

- 5.1 There is no such thing as a risk-free environment, but many risks can be avoided, reduced or eliminated through good risk management. Good risk management also takes advantage of opportunities while analysing and dealing with risks.
- 5.2 Risk management is something that managers do every day as part of their normal work, although it may not always be written down, and managers may not use a formal procedure to make their final decision. Risk management can be explained as a tool for managers to use so that they are able to identify, evaluate and manage both risks and opportunities in a logical and consistent way.
- 5.3 Good risk management is forward looking and helps to improve business decisions and manage performance. It is not only about avoiding or minimising losses, but also about dealing positively with opportunities.
- 5.4 In addition to fulfilling statutory requirements, it should be recognised that there are many benefits to making sure that risk management is considered and applied across the HSP, including:
- Allowing managers to focus on the issues that really matter;
 - Spending less management time on operational issues;
 - Fewer surprises;
 - Managers are focused on doing the right things, in the right way;
 - Better chance of achieving business objectives;
 - Better chance that new developments can be delivered on time, in accordance with the planned programme and within budget; and
 - More informed risk taking and decision making.
- 5.5 Risk management should be considered as a continuous process, which evolves as the HSP gains more understanding of the risks and opportunities facing it and how to manage these effectively.
- 5.6 Risk management consists of a number of elements, which should be considered and applied regularly during the course of the year, as part of the HSP's cycle of performance management and improvement processes:
- Understanding the HSP's objectives;
 - Identifying and assessing the risks facing it;
 - Assessing the actions in place to manage the risks;
 - Taking action to improve, monitor and learn from experiences.

6 WHO IS RESPONSIBLE FOR RISK MANAGEMENT?

- 6.1 The PMG has overall responsibility for co-ordinating the risk management strategy within the HSP. Theme Boards are responsible for managing risks associated with delivering their LAA targets. They are therefore responsible for identifying, assessing and managing the risks associated with planning, delivering and monitoring each of their services/outcomes.
- 6.2 The PMG is responsible for approving the HSP's risk management strategy and for ensuring that this is reviewed and updated on a regular basis. The PMG is also responsible for reviewing and approving the corporate risk register on a regular basis.

7 RISK MANAGEMENT – THE FRAMEWORK

- 7.1 The HSP's vision is that all significant risks which may prevent it from achieving its agreed outcomes and all appropriate opportunities are identified, assessed and cost effectively managed, as part of the whole HSP performance management process.
- 7.2 The key objectives of the framework are to ensure that the HSP has a consistent approach and basis for measuring, controlling, monitoring, follow-up and reporting of risk that is based on what the HSP, not any individual, judges to be acceptable levels of risk.
- 7.3 The framework demonstrates how the management of risk is embedded in the various business processes across the council, including business planning, financial planning, performance management and project management.

8 HOW ARE RISKS REVIEWED AND REPORTED?

- 8.1 The HSP has various means of measuring and recording risks. The reporting of each of these areas, together with the links between each process, is set out below.
- 8.2 Risk registers are subject to regular review and update, at least quarterly, by Theme Boards and the PMG. The timing for review should coincide with and form part of the annual planning process. As a minimum, risks should be formally considered twice a year. Key risks are escalated from Theme Board registers to the corporate register where the realisation of the risk may impact on the ability to achieve the HSP's LAA targets.
- 8.3 Performance management information, including statutory and local performance indicators, is provided on a regular basis to the PMG.
- 8.4 Haringey Council has to produce an annual governance statement (AGS) every year, which is an assessment of the systems in place to control and manage the services they provide, including an assessment of its key partnerships.
- 8.5 This risk management strategy and framework will provide assurance to the HSP that risks are being properly managed.

DRAFT

This page is intentionally left blank

The completion of risk registers

1. Identification of risks

- 1.1 Risk registers should allow Theme Boards and the PMG to identify and manage those risks which are the most important in making sure that the HSP delivers its required outcomes effectively.
- 1.2 The first stage of the process is to identify the risks (including opportunities) facing the Theme Board and PMG. In line with the CIPFA/SOLACE guidance, the Haringey Strategic Partnership's risk management framework is linked to its targets. These targets are the 35 identified within the LAA, excluding local indicators and statutory performance measures which will be monitored elsewhere.
- 1.3 The HSP has a corporate risk register, managed by the PMG, which identifies the most significant risks facing it. Each Theme Board has its own risk register which identifies the key high level targets agreed within the LAA.

2. Assessment of risks

- 2.1 When all the relevant risks have been identified, a scoring system is used to determine which are the key risks to the Theme Board and PMG/HSP. Risks are scored using two factors:
 - **Likelihood.** An assessment is made of how likely the risk is to occur in practice; and
 - **Impact.** An assessment is made on if the risk did occur, what would be the impact on the Theme Board or PMG/HSP.
- 2.2 Theme Board members decide on the likelihood and impact of each of the risks identified for their Theme Board, as they are in the best position to be able to assess the likelihood and impact of each of the risks.
- 2.3 In order to ensure a consistent approach across the HSP, specific criteria have been agreed for the likelihood and impact scores. The Impact and Likelihood Scales are attached at Appendix A1, which also provides further detail on when the relevant Risk and Control owners should take action, or further action, to manage risks effectively and consistently.
- 2.4 The impact and likelihood of individual risks may change over time, therefore it is important to review the assessments which have been made on a regular basis.

3. Risk before and after controls

- 3.1 Each risk is assessed for impact and likelihood before considering what controls are in place to manage it. The resulting score is called the 'Inherent Risk Score'. Theme Board members will then identify what controls are already in place to manage each of the risks and then assess how effective they think the identified controls are (also known as risk management or mitigation strategies). After this has been done, the risk score is generally reduced and the resultant figure is the 'Residual Risk Score'.
- 3.2 The control in place should either reduce the likelihood that a risk will occur, or the impact if it were it to occur. If the score after controls, the residual risk, is still at an unacceptably high level, additional actions may be required in order to reduce the risk level further.

The completion of risk registers

3.3 The HSP's objective is to make sure that the most cost-effective controls are in place for each risk, and that Risk and Control Owners have considered the cost against the benefit of the control. This may mean that certain risks have a high residual score because the cost of reducing the risk may be higher than the potential cost, if the risk actually happens.

3.4 The completed risk registers therefore contain the following:

- service delivery objectives/outcomes;
- key risks and which officer is responsible for managing those risks;
- inherent risk scores;
- controls in place to manage the risks, and who is responsible for those controls;
- residual risk scores; and
- any further actions required, and who is responsible.

4. Assurances on the effectiveness of key controls

4.1 The HSP wants to ensure that the controls which Control Owners say are in place to manage the key risks, are both in place and working effectively. Haringey Council's internal audit service will include resources in their annual programme of work to test the key controls specified within the risk registers, based on the level of risk involved.

5. Monitoring of risks

5.1 Setting up the risk registers is only one part of the risk management process. In order to achieve real benefits from implementing risk management, it is important that the risk registers are reviewed and kept up to date on a regular basis.

5.2 The PMG will review and update the corporate risk register on a regular basis. The update may take the form of new risks, changes to or additional controls, and changes to risk scores. Key triggers for significant changes to risk registers will be new or changing regulations, implementation of new projects or LAA targets, high staff turnover, changes in the external environment, and Internal Audit reviews.

5.3 Using the framework, a consistent methodology for measuring and scoring risks is applied throughout the Council. What is an acceptable level of risk for the Council, and what managers need to do to deal appropriately with risks at various levels, is detailed at Appendix A1.

The completion of risk registers

Appendix A1

Impact and Likelihood Scales

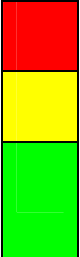
To be used as a guide in assessing risk ratings:

Descriptor	Impact Guide	Likelihood Guide
LOW	No or limited impact. Financial loss up to £10,000, or no impact outside single objective or no adverse publicity	Up to 10% likely to occur in next 12 months
MEDIUM	Financial loss up to £300,000, or impact on many other processes, or local adverse publicity, or regulatory sanctions (such as intervention, public interest reports)	Up to 40% likely to occur in next 12 months
HIGH	Financial loss up to £1 million, or major impact at strategic level, or closure/transfer of business	Up to 90% likely to occur in next 12 months

The completion of risk registers

Measuring what is an acceptable risk

Impact	H I G H	Amber	Red	Red
	M E D I U M	Green	Amber	Red
	L O W	Green	Green	Amber
		LOW	MEDIUM	HIGH
		Likelihood		



Red
Amber
Green

Risk Rating	Value	Action required
Low/Low	Up to £10k	Acceptable level of risk. No further action is required to reduce risks, but risk and control owners should ensure that the relevant controls are operating effectively. N.B. Risk and control owners should review the controls for low risk areas carefully, to ensure there are not too many controls in place.
Low/Medium	£10k - £300k	Implementation of additional controls is required. The costs and benefits of additional controls should be considered. The relevant Theme Board may then agree that no further action should be taken. This decision must be recorded on the risk register.
Medium/High	£300k – £1m	Implementation of additional controls is required. If the impact of the risk is considered significant and/or the likelihood of the risk happening is thought to be high, the Theme Board must review them and agree the approach to manage them. If the Theme Board does not want to introduce any more controls, they must seek approval from the PMG. Any agreement from the PMG must be minuted and recorded on the risk register.

HSP – PMG Theme Board Risk Register 2008-09

Performance Management Group (PMG) – Significant Risks

This document sets out the HSP Performance Management Group key risks, as per our agreed approach. The risks are based partly upon the LAA targets, which have been included below for information.

- i. NI1 - % of people who believe people from different backgrounds get on well together in their local area
- ii. NI4 - % of people who feel that they can influence decisions in their locality
- iii. NI6 - Participation in regular volunteering
- iv. NI140 - Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly

Key to the Risk Register:

Ref: Details the reference number (usually the National Indicator) for the risk.

Risk Identified: Details the risk identified by the PMG or Theme Board.

Inherent Risk: Is assessed by Impact (I) and Likelihood (L). The Inherent risk is the impact of the risk occurring, and how likely it is to occur, without any mitigating actions in place to address the risk. The Impact and Likelihood of the risks are scored from Low to High according to the schedule in Appendix 1 of this report. The rankings can be tied into the overall HSP risk framework.

Controls: The actions and processes which are currently in place to manage the risk identified.

Residual Risk: Is assessed on the same rankings as Inherent Risk. The Residual Risk is the impact and likelihood of the risk occurring with the current controls in place.

Further Action: Where there is outstanding residual risk, further actions have been identified by the Theme Board to reduce the exposure of the Theme Board to the risk. A separate action plan, including a timetable for implementation of the further actions, will be produced where appropriate.

HSP – PMG Theme Board Risk Register 2008-09

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
Lack of continuity of membership across theme boards							
PMG1	<p>Lack of continuity of membership impacts on the ability to deliver on outcomes/targets:</p> <ul style="list-style-type: none"> • High turnover of members • Inability to recruit and/or retain right members • Non-attendance of members at meetings • Lack of continuity and/or succession planning <p>Risk Owner:</p>			<ul style="list-style-type: none"> • Agreed recruitment procedures for Theme Board membership • Responsibility for filling posts identified • Training & Development for Theme Board members • Reporting processes to highlight and identify vacancies and/or non-attendance <p>Control Owner:</p>			<ul style="list-style-type: none"> • Action plan to address identified gaps to be drawn up • To be included as a regular agenda item at PMG meetings
Data Quality and/or Information management arrangements							
PMG2							
Governance arrangements							
PMG3							
Non-delivery of outcomes; allocation of resources, commissioning, spend, linkages across the theme boards/cross-cutting work							
PMG4							

HSP – PMG Theme Board Risk Register 2008-09

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
	% of people who believe people from different backgrounds get on well together in their local area						
NI1							
	% of people who feel that they can influence decisions in their locality						
NI4							
	Participation in regular volunteering						
NI6							
	Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly						
NI140							

HSP – PMG Theme Board Risk Register 2008-09

Appendix A1

Impact and Likelihood Scales

To be used as a guide in assessing risk ratings:

Descriptor	Impact Guide	Likelihood Guide
LOW	No or limited impact. Financial loss up to £10,000, or no impact outside single objective or no adverse publicity	Up to 10% likely to occur in next 12 months
MEDIUM	Financial loss up to £300,000, or impact on many other processes, or local adverse publicity, or regulatory sanctions (such as intervention, public interest reports)	Up to 40% likely to occur in next 12 months
HIGH	Financial loss up to £1 million, or major impact at strategic level, or closure/transfer of business	Up to 90% likely to occur in next 12 months



haringey strategic partnership

Meeting: Haringey Strategic Partnership

Date: 23 June 2008

Report Title: Haringey Strategic Partnership Corporate Code of Governance

Report of: The Monitoring Officer and Head of Legal Service
Assistant Chief Executive – Policy, Partnerships, Performance & Communication

Summary

1.1 To inform the Haringey Strategic Partnership about the background to the Code of Corporate Governance and to obtain the HSP's approval of the Code.

2. Recommendations

- i. That the HSP approves the draft Haringey Strategic Partnership Code of Corporate Governance attached as **Appendix 1** to the report.
- ii. That the HSP approve the measures to publicise the Code after its adoption proposed in paragraph 4.5 of this report.
- iii. That the HSP note the Action Plan for the draft HSP Code of Corporate Governance attached at **Appendix 2** to the report which sets out what actions are being taken to ensure compliance with the code and assist with monitoring and overview of compliance.
- iv. That the HSP approves the Action Plan for the draft HSP Code of Corporate Governance attached at **Appendix 2** being the 'Annual Governance Statement' for the Strategic Partnership as it sets out the process for reviewing the HSP's governance arrangements and compliance against the key principles in Code. An Annual report will be presented to the HSP on the effectiveness of HSP governance arrangements in practice, required actions and any revisions on the Code which needed to be reported to stakeholders.
- v. That the HSP agrees to a review of the Terms of Reference for the HSP Board & Theme Boards and HSP PMG to ensure compliance and consistency with the HSP Code of Governance (**Appendix 1**) and supporting action plan (**Appendix 2**). Partner agencies would be

consulted as required before revised Terms of Reference were presented back to the next meeting of the HSP PMG and then HSP Board for formal agreement.

- vi. That each Partner Agency nominates a lead officer from within their organisation to be the lead contact on HSP Governance issues. These representatives will have responsibility for overseeing the implementation of the new Code of Corporate Governance for the Haringey Strategic Partnership and the processes needed to monitor its effectiveness in practice would be appointed.

Financial/Legal Comments:

None

For more information contact:

Contact Officer: Yuniea Semambo,
 Title: Head of Local Democracy & Member Service
 Email: Yuniea.semambo@haringey.gov.uk
 Tel: 020 8489 2623

Name: Terence Mitchison,
 Title: Senior Project Lawyer Corporate
 Tel: 020 8489-5936
 Email address Terence.mitchison@haringey.gov.uk

3. Background

- 3.1 The CAA Key Lines of Enquiry published in early May 2008 set out the need for a Code of Corporate Governance as part of the Haringey Strategic Partnership's "governance framework". Attached at **Appendix 2** is an Action Plan which includes as a major issue the approval and adoption of Haringey Strategic Partnership's own Code of Corporate Governance by the HSP Board by July 2008.
- 3.2 However, the issue around the adoption of a Code of Corporate Governance for the Haringey Strategic Partnership goes beyond the CAA KLOE process because the Code will be an important tool in demonstrating and maintaining effective corporate governance across the Haringey Strategic Partnership Board and its Theme Boards.
- 3.3 The Code of Corporate Governance has its origins in the third report of the "Nolan Committee" on standards in public life back in 1997. This third report into standards in Local Government resulted in the statutory Members' Code of Conduct and supervision by the Standards Board for England and local Standards Committees.
- 3.4 The importance of embedding a "governance framework" in each Public Body and Strategic Partnership was recognised and taken forward by CIPFA (the Chartered Institute of Public Finance and Accountancy) and

SOLACE (the Society of Local Authority Chief Executives and Senior Managers). In 2001 these bodies published a Guidance Note entitled “Corporate Governance in Local Government – A Keystone for Community Governance”. This encouraged all Public Bodies to adopt their own Codes of Corporate Governance. The concept was that each Public Body would review its existing governance arrangements against the key principles in the Guidance and report annually on their effectiveness in practice.

3.5 The Guidance Note was updated in 2006 in a revised version entitled “Delivering Good Governance in Local Government”. The revisions took into account areas that merited greater emphasis notably on Standards & Ethics, Audit & Risk Management, Partnership arrangements, and the relationship of the governance framework with the statutory Statement on Internal Control and the “Good Governance Standard” recommended by the Independent Commission on Good Governance in Public Services.

3.6 The revised Guidance defines good governance by reference to 6 core principles:

- (i) Focussing on the purpose of the Haringey Strategic Partnership and on outcomes for the community and implementing a vision for the local area,
- (ii) Haringey Strategic Partnership Members and officers working together to achieve a common purpose with clearly defined functions and roles,
- (iii) Promoting the values of the Haringey Strategic Partnership and demonstrating the values of good governance through upholding high standards of conduct and behaviour,
- (iv) Taking informed and transparent decisions which are subject to effective scrutiny and risk management,
- (v) Developing the capacity and capability of Haringey Strategic Partnership Members and officers to be effective, and
- (vi) Engaging with local people and other stakeholders to ensure robust public accountability.

3.7 The Guidance referred to in Para 3.5 contains a template for public bodies seeking to produce their own Code of Corporate Governance. It starts with the 6 core principles above and develops them through a number of supporting principles that illustrate the application of the core principles in practice. Beneath the supporting principles are a range of practical actions/arrangements that each public body should already have in place. While there may be some scope for local interpretation, use of this template will help ensure that Haringey Strategic Partnership include all the essential points.

4. Haringey Strategic Partnership draft Code of Corporate Governance

- 4.1 **Appendix 1** to this report is a draft Code of Corporate Governance for the Haringey Strategic Partnership which follows the CIPFA/SOLACE template. This report is intended to explain the need for a Code of Corporate Governance for the Haringey Strategic Partnership and to seek the HSP' s approval at its AGM on 3rd July 2008 for formal adoption.
- 4.2 It is suggested in the Guidance that public bodies should nominate a Lead Officer with the knowledge and experience to oversee the implementation of the new Code of Corporate Governance for the Haringey Strategic Partnership and the processes needed to monitor its effectiveness in practice. This role would be suitable for the Monitoring Officer/Head of Legal Services (though this is not prescriptive) but there would need to be support from representatives from across the Council and HSP.
- 4.3 The Lead Officer will be responsible for reviewing the operation of the Code of Corporate Governance on an annual basis. The Lead Officer will report at the end of each municipal year to both the HSP PMG and the HSP on compliance with the Code and any changes that appear desirable. There will also be regular reports to the HSP PMG on these matters as required.
- 4.4 The terms of reference for the HSP Board, Theme Boards and HSP PMG would also need to be reviewed to ensure compliance with the Code as part of its implementation. Supporting report writing guidance would also be reviewed and relevant partner agencies consulted as appropriate. Both have been listed as tasks in the Code of Governance action plan at **Appendix 2**.
- 4.5 If the Code of Corporate Governance for the HSP is to be effective, it will be necessary for each Theme Board and all senior managers at first and second tier levels from participating partner agencies to accept responsibility for publicising and implementing the Code in their respective agencies and for monitoring compliance. All Partner Agencies and Theme Boards would be expected to contribute appropriate information and recommendations for the annual reports to HSP Members.
- 4.6 Following adoption of the Code of Corporate Governance for the HSP, it would assist "buy in" if there was publicity to all participating HSP Partner Agencies to raise the profile of the Code with officers and Members. This could be achieved through briefings, publicity on HSP Web site pages and the inclusion of reference to the Haringey Strategic Partnership Code in relevant training material. It is also proposed that Partner Agencies post the links to the Code on their web and intranet sites as appropriate.
- 4.6 The adoption of a Code of Corporate Governance would confirm the Haringey Strategic Partnership's commitment to achieving high standards of corporate governance and would assist the HSP's leadership and delivery of outcomes for Haringey Communities. Although the Guidance behind the Code is not specifically intended for the purposes of CAA assessment, the adoption of a Code would also be a significant advantage in connection with the Use of Resources Key Lines of Enquiry on corporate governance arrangements for the HSP and its Theme Boards.

5. Process for Consultation before Adoption

- 5.1 The adoption of a Code of Corporate Governance is not an express statutory function and there is no legal requirement for the formal decision to be taken either by the HSP PMG or the HSP Board. The PMG approved the Code of Corporate Governance at its meeting on 23rd June 2008. The final adoption to be agreed by the HSP Board on 3rd July 2008.
- 5.2 The draft Code also makes reference to the distinct role of the HSP PMG in having overview of governance issues for the HSP Board and its Theme Boards. This has been incorporated into **Appendix 1** to this report at subparagraphs (f), (h) and (i) on pages 2 and 3 under the heading "Introduction and Background". The Terms of Reference for the HSP PMG will need to be reviewed to ensure this responsibility is clearly reflected.

6. Recommendations

- 6.1 That the HSP approves the draft Code of Corporate Governance for the Haringey Strategic Partnership attached as the **Appendix 1** to the report..
- 6.2 That HSP members approve the measures proposed in paragraph 4.5 of this report to publicise the Code after its adoption.
- 6.3 That HSP members note the Action Plan for the draft HSP Code of Corporate Governance attached at **Appendix 2** to the report which sets out what actions are being taken to ensure compliance with the code and assist with monitoring and overview. An Annual report would be presented to the HSP for sign-off each year on the effectiveness of HSP governance arrangements in practice, required actions and any revisions on the Code which needed to be reported to stakeholders.
- 6.5 That HSP Members agree to a review of the Terms of Reference for the HSP Board & Theme Boards and HSP PMG to ensure compliance and consistency with the HSP Code of Governance (**Appendix 1**) and supporting action plan (**Appendix 2**). Partner agencies would be consulted as required before revised Terms of Reference were presented back to the next meeting of the HSP PMG and then HSP Board for formal agreement.
- 6.6 That each Partner Agency nominates a lead officer from within their organisation to be the lead contact on HSP Governance issues. These representatives will have responsibility for overseeing the implementation of the new Code of Corporate Governance for the Haringey Strategic Partnership and the processes needed to monitor its effectiveness in practice would be appointed.

7. Financial Comments

- 7.1 There are no specific financial implications

8. Legal Comments

- 8.1 The legal and constitutional implications are set out in the body of the report.

9. Use of Appendices / Tables / Photographs

- 9.1 **Appendix 1** to this report is the draft Code of Corporate of Governance proposed for adoption by the Haringey Strategic Partnership
- 9.2 **Appendix 2** to this report is the Action Plan setting out the implementation of the draft Code of Governance for the Haringey Strategic Partnership to ensure compliance and assist with monitoring and overview.



DRAFT CODE OF CORPORATE GOVERNANCE

HARINGEY STRATEGIC PARTNERSHIP

1. Introduction and background

- (a) Corporate Governance is the system by which organisations are directed and controlled. The Committee on Standards in Public Life (the “Nolan Committee”) concluded that there was a need for comprehensive framework of principles and standards to guide the conduct of councillors & community representatives, local authorities and public bodies such as strategic partnerships.
- (b) The Local Authority Model Code of Conduct issued in 2001 contained national mandatory provisions governing the conduct of Councillors.
- (c) In 2001 CIPFA (the Chartered Institute of Public Finance and Accountancy) and SOLACE (the Society of Local Authority Chief Executives and Senior Managers), in association with the Local Government Association and the Audit Commission, published a Guidance Note and Framework entitled “Corporate Governance in Local Government – A Keystone for Community Governance”. This defined corporate governance in public bodies as “the system by which public bodies direct and control their functions and relate to their communities.” All public bodies including local strategic partnerships were recommended to draw up a Code of Corporate Governance based on the CIPFA/SOLACE Guidance.
- (d) Since then Local Government and public bodies has been subject to continued reform intended to improve local accountability and engagement. Greater emphasis on effective corporate governance within local strategic partnerships has been incorporated in the Key Lines of Enquiry (KLOE) for the CAA for 2008/9. A revised framework

has been issued entitled “Delivering Good Governance in Local Government”. This adapts for local authorities, public bodies and local strategic partnerships the six core principles, from the Nolan Committee, which should underpin the governance arrangements of all public bodies. These are:

- (1) a clear definition of the organisation’s purpose and desired outcomes;
 - (2) well-defined functions and responsibilities;
 - (3) an appropriate corporate culture;
 - (4) transparent decision making;
 - (5) a strong governance team; and
 - (6) real accountability to stakeholders.
- (e) Under each of the six core principles there are several supporting principles which exemplify important aspects of the core principles. Each of the supporting principles in turn gives rise to a range of specific practical requirements which should be reflected in a Code of Corporate Governance for the Haringey Strategic Partnership (HSP).
- (f) This Code of Corporate Governance includes ethical and governance standards applicable to all HSP and Theme Board members. It is not intended to interfere with the necessarily distinct roles of each organisation which forms the HSP nor to restrict robust political debate which is an essential part of a healthy local democracy.
- (g) The HSP is committed to the principles of good corporate governance identified in the CIPFA/SOLACE Guidance and confirms its on-going intentions through the adoption and monitoring and development of the HSP’s own Code of Corporate Governance. The HSP recognises that achieving high standards of corporate governance will encourage stakeholders to have confidence in us and will allow the HSP Board and Theme Boards to undertake their community leadership role effectively.
- (h) The HSP would identify a lead officer for the Code. The lead officer will be given responsibility for: -
- Overseeing the implementation and monitoring the operation of the Code
 - Reviewing the operation of the Code in practice on an annual basis
 - Reporting annually to the HSP Performance Management Group (PMG) and the HSP Board on compliance with the Code and any changes that may be needed to ensure its effectiveness in practice

- Reporting any significant revisions of the Code to stakeholders.
 - (i) The HSP PMG will make an Annual Statement of Assurance, following the annual report to the HSP giving their position on whether the corporate governance arrangements are operating effectively.
 - (j) This document sets out the HSP's Code of Corporate Governance and the processes for monitoring its effectiveness. The Code provides the framework for the HSP to achieve its aims and objectives.
 - (k) It should be noted that all references to "officers" in the Code are those of the participating partner organisations.
 - (l) It should be noted that all references to "Members" in the Code are the representatives nominated and/or appointed by participating partner organisations to the Haringey Strategic Partnership forums i.e. HSP Board, HSP Theme Boards, HSP PMG.
 - (m) The Code of Corporate Governance for Haringey's Strategic Partnership can be found:
 - On the Haringey Strategic Partnership website
 - On Partner agencies own intranet and web sites as required
 - By contacting the Head of Local Democracy & Member Services on 020 8489-2623.
-

Core Principle 1:

Focussing on the purpose of the Haringey Strategic Partnership, outcomes for the Community and creating and implementing a vision for the area

- (a) To exercise strategic leadership by developing and communicating clearly the Haringey Strategic Partnership's purpose and vision, and its intended outcomes for citizens and service users, we will:
 - Develop and promote the Haringey Strategic Partnership's purpose and vision
 - Review on a regular basis the Haringey Strategic Partnership's vision for its area and its implications for the Haringey Strategic Partnership's governance arrangements

- Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners
 - Publish an annual report on a timely basis to communicate the Haringey Strategic Partnership's activities and achievements and its financial position and performance.
- (b) To ensure that users receive a high quality of service whether directly, or in partnership, or by commissioning, we will:
- Decide how the quality of service for users is to be measured and make sure that the necessary information is available to review service quality effectively and regularly
 - Put in place effective arrangements to identify and deal with failure in service delivery.
- (c) To ensure that the Haringey Strategic Partnership makes the best use of resources and that tax payers and service users receive excellent value for money, we will:
- Decide how value for money is to be measured and make sure that the Haringey Strategic Partnership has the information needed to review value for money and performance effectively
 - Measure the sustainability impact of policies, plans and decisions.

Core Principle 2

Haringey Strategic Partnership members working together to achieve a common purpose with clearly defined functions and roles

- (a) To ensure effective leadership throughout the Haringey Strategic Partnership and to be clear about the role and functions of the Haringey Strategic Partnership & Theme Boards, the Haringey Strategic Partnership Performance Management Group and engagement with Haringey's scrutiny processes we will:
- Set out a clear statement of the respective roles and responsibilities of the Haringey Strategic Partnership, Theme Boards, Haringey Strategic Partnership Performance Management Group and individual members of these bodies including the Haringey Strategic Partnership's approach towards putting this into practice

- Set out a clear statement of the respective roles and responsibilities of HSP and Theme Board Members generally and the role of the senior officers assigned to each Theme Board
- (b) To ensure that a constructive working relationship exists between Haringey Strategic Partnership Members and officers and that their respective responsibilities are carried out to a high standard, we will:
- Determine clear terms of reference for the HSP, Theme Boards and HSP PMG and update this as required
 - That a lead officer is identified as being responsible and accountable to the Haringey Strategic Partnership for all aspects of operational management
 - Develop Protocols to ensure that HSP & Theme Board Chairs and Haringey Strategic Partnership Performance Management Group members have a shared understanding of their respective roles and objectives
 - That a lead officer is identified as being responsible and accountable to the Haringey Strategic Partnership for ensuring that appropriate financial advice is given and for maintaining proper records and an effective system of internal financial control
 - That a lead officer is identified as being responsible to the Haringey Strategic Partnership for ensuring that agreed procedures are followed and that all legislation is complied with
- (c) To ensure relationships between the Haringey Strategic Partnership, its members and the public are clear so that each knows what to expect of the other, we will:
- Develop Protocols to ensure effective communication between Haringey Strategic Partnership Members and officers in their respective roles
 - Ensure that effective mechanisms exist to monitor service delivery
 - Ensure that the Haringey Strategic Partnership's vision, strategic plans, priorities and targets are developed robustly in consultation with the local communities and key stakeholders and that they are clearly expressed and publicised
 - Ensure that Members working in partnership are clear about their roles and responsibilities, individually and collectively, both to the partnership and to the Haringey Strategic Partnership
 - Ensure that all those working in partnership understand clearly the legal basis of the partnership and the extent of each representative's authority to commit their parent organisation to partnership decisions

Core Principle 3**Promoting Values for the Haringey Strategic Partnership and demonstrating the values of Good Governance through upholding high standards of conduct and behaviour**

- (a) To ensure Haringey Strategic Partnership and Theme Board Members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance, we will:
- Ensure that the Haringey Strategic Partnership's leadership sets a tone for the organisation by creating a climate of openness, support and respect
 - Define and publicise the standards expected in the conduct of Haringey Strategic Partnership and Theme Board Members in the work of the Haringey Strategic Partnership including work with external agencies and the local communities
 - Put in place and maintain in operation arrangements to ensure that Haringey Strategic Partnership and Theme Board Members and officers are not influenced by prejudice, bias or conflicts of interest when dealing with different stakeholders
 - Put in place and maintain in operation arrangements to ensure that Haringey Strategic Partnership and Theme Board Members and officers declare any interest when making commissioning decisions and ensure that these are appropriately recorded.
- (b) To ensure that the Haringey Strategic Partnership's values are put into practice and remain effective, we will:
- Develop and maintain shared values, including leadership values, for both the Haringey Strategic Partnership and its staff which reflect public expectations and communicate these to Members, staff, the community and partners
 - Put in place arrangements to ensure that systems and processes reflect appropriate ethical standards and to monitor their continuing effectiveness in practice
 - Use the Haringey Strategic Partnership's shared values as a guide for decision-making and a basis for developing positive and trusting relationships within the Haringey Strategic Partnership
 - Pursue a partnership vision with an agreed set of values for assessing decision-making and actions which must be demonstrated by the partners' individual and collective behaviour

Core Principle 4**Taking informed and transparent decisions which are subject to effective Overview & Scrutiny and Risk Management**

- (a) To be rigorous and transparent about how decisions are taken and to listen and act on the outcomes of constructive overview & scrutiny, we will:
- Develop and maintain an effective relationship with Haringey's Overview & Scrutiny function which encourages effective challenge and which enhances the Haringey Strategic Partnership's performance overall including delivery of LAA targets
 - Develop and maintain open and effective mechanisms for documenting the evidence for decisions and for recording the criteria, rationale and considerations behind decisions
 - Put in place arrangements to safeguard Haringey Strategic Partnership and Theme Board Members and staff against conflicts of interest together with appropriate processes to maintain them in practice
 - That an HSP Forum separate of the HSP and Theme Boards maintains an effective overview of audit and governance issues
 - Make sure that effective, transparent and accessible arrangements are in place for dealing with complaints
- (b) To have good quality information, advice and support which ensure that the services wanted and needed by the community are delivered effectively, we will:
- Ensure that decision-makers in the Haringey Strategic Partnership have information that is fit for purpose i.e. relevant, timely and with clear explanations of the technical issues
 - Ensure that proper professional advice, on matters with financial or legal implications, is available, recorded well in advance of decision-making and used appropriately
- (c) To ensure that an effective risk management system is in place, we will:
- Ensure that risk management is embedded into the culture of the Haringey Strategic Partnership with Members and managers recognising this is part of their respective roles
 - Ensure that effective arrangements for whistle-blowing are in place with access for Members, staff and those contracting with, or appointed by, the Haringey Strategic Partnership

- (d) To use the legal powers of each partner organisation of the HSP to the benefit of citizens and communities in the Borough, we will:
- Recognise the limits of lawful action while striving to use Haringey Strategic Partnership powers for the full benefit of the community
 - Comply with the specific requirements of legislation and the general duties placed on Haringey Strategic Partnership by public law
 - Integrate the key principles of administrative law - rationality, legality and natural justice – into the Haringey Strategic Partnership's procedures and decision-making processes

Core Principle 5**Developing the capacity and capability of Haringey Strategic Partnership Members and Officers to be effective**

- (a) To make sure that Haringey Strategic Partnership Members and officers have the skills, knowledge, experience and resources they need to perform well in their roles, we will:
- Provide induction programmes tailored to individual needs and also opportunities for HSP and Theme Board Members and officers to update their knowledge regularly
 - Ensure that the lead officers have the necessary skills, resources and support to perform effectively
 - Ensure that the roles of the lead officers are properly understood by all in the Haringey Strategic Partnership
- (b) To develop the capability of those with governance responsibilities and to evaluate their performance individually and collectively, we will:
- Assess the skills required by Haringey Strategic Partnership Members and officers and develop those skills to enable their roles to be performed effectively
 - Develop skills on a continuing basis to improve performance including the ability to respond to Overview & Scrutiny and challenge and to recognise when outside expert advice is needed
 - Ensure that effective arrangements are in place for reviewing the performance of the Haringey Strategic Partnership and Theme Boards and for agreeing action plans to address training or development needs

- (c) To encourage new talent for membership of the Haringey Strategic Partnership so best use can be made of individuals' skills and resources in balancing continuity and renewal, we will:
- Ensure that effective arrangements are in place to encourage individuals from all sections of the community to engage with, contribute to, and participate in, the Haringey Strategic Partnership's work
 - Ensure that career structures are in place for Haringey Strategic Partnership Members and officers to encourage participation and development

Core Principle 6**Engaging with local people and other stakeholders to ensure robust public accountability**

- (a) To exercise leadership through engagement with Haringey's Overview & Scrutiny function, local people and all local stakeholders and partnerships and which develops constructive and accountable relationships, we will:
- Make clear to all Haringey Strategic Partnership Members and the community that we are democratically accountable body and that structures are in place to support this
 - Consider those institutional stakeholders to whom the Haringey Strategic Partnership is accountable and assess the effectiveness of the relationships and any changes required
 - Produce an annual report on the activities and performance of the HSP and its Theme Boards
- (b) To take an effective and planned approach to dialogue with, and accountability to, the public to ensure effective and appropriate service delivery whether directly by the Haringey Strategic Partnership, in partnership or by commissioning, we will:
- Ensure that clear channels of communication are in place with all sections of the community and other stakeholders and put in place monitoring arrangements to ensure that they operate effectively

- Hold meetings in public unless there are good reasons for confidentiality
 - Ensure that arrangements are in place to enable the Haringey Strategic Partnership to engage with all sections of the community effectively.
 - The above arrangements will recognise that different sections of the community have different priorities and will establish processes for dealing with these competing demands
 - Establish a clear policy on the types of issues where we will consult, or engage the public and service users, including a feedback mechanism to demonstrate to consultees what has changed as a result of consultation
 - Publish an annual performance plan with information on the Haringey Strategic Partnership's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and service user satisfaction in the previous year
 - Ensure that the Haringey Strategic Partnership is open and accessible to the community, service users and its own staff and committed to openness and transparency in its dealings including partnerships subject to the protection of confidentiality where necessary and appropriate
- (c) To make the best use of human resources by taking an active and planned approach to meet the Haringey Strategic Partnership's responsibility to its staff, we will:
- Develop and maintain a clear policy on the means for consulting and involving staff and their representatives in decision-making as appropriate.

Ends.

HSP LCCG Action Plan

Requirement	evidenced by	Actions to address identified gaps in assurance or evidence	Completion / Implementation date	responsible officer
Core Principle 1 – Focussing on the purpose of the Haringey Strategic Partnership, outcomes for the Community and creating and implementing a vision for the area				
(a) To exercise strategic leadership by developing and communicating clearly the Haringey Strategic Partnership's purpose and vision, and its intended outcomes for citizens and users, we will:				
Develop and promote the Haringey Strategic Partnership's purpose and vision	HSP Community Strategy - vision and values. HSP Code of Corporate Governance adopted	achieved / on track to achieve	n/a	
Review on a regular basis the Haringey Strategic Partnership's vision for its area and its implications for the Haringey Strategic Partnership's governance arrangements	HSP Community Strategy - vision and values. HSP Code of Corporate Governance adopted	achieved / on track to achieve	n/a	
Ensure that partnerships are underpinned by a common vision of their work that is understood and agreed by all partners	HSP Community Strategy - vision and values	achieved	n/a	Partnerships Manager
Publish an annual report on a timely basis to communicate the Haringey Strategic Partnership's activities and achievements and its financial position and performance.	HSP Performance management Framework linked to reporting against LAA targets. Quarterly reports to HSP and Theme Boards.	achieved	n/a	Head of Policy & Performance
(b) To ensure that users receive a high quality of service whether directly, or in partnership, or by commissioning, we will:				
Decide how the quality of service for users is to be measured and make sure that the necessary information is available to review service quality effectively and regularly	HSP Complaints Procedure and Protocol	Procedure currently being developed	to be advised	Head of Policy & Performance / Complaints Manager
Put in place effective arrangements to identify and deal with failure in service delivery.	HSP Complaints Procedure and Protocol	Procedure currently being developed	to be advised	Head of Policy & Performance / Complaints Manager
(c) To ensure that the Haringey Strategic Partnership makes the best use of resources and that tax payers and service users receive excellent value for money, we will:				
Decide how value for money is to be measured and make sure that the Haringey Strategic Partnership has the information needed to review value for money and performance effectively.	HSP Performance management Framework linked to reporting against LAA targets. HSP Commissioning Framework being about how VFM will be measured	Performance Framework agreed in 2007/8. Commissioning Framework being developed	to be advised	Partnerships Manager / Head of Policy & Performance
Measure the sustainability impact of policies, plans and decisions.	clear links between LDF and community strategy i.e. Sustainability of plans		to be advised	Partnerships Manager

HSP LCCG Action Plan

Requirement	evidenced by	Actions to address identified gaps in assurance or evidence	Completion / Implementation date	responsible officer
Core Principle 2 – Haringey Strategic Partnership members working together to achieve a common purpose with clearly defined functions and roles				
(a) To ensure effective leadership throughout the Haringey Strategic Partnership and to be clear about the role and functions of the Haringey Strategic Partnership & Theme Board Haringey Strategic Partnership Performance Management Group and engagement with Haringey’s scrutiny processes we will:				
Set out a clear statement of the respective roles and responsibilities of the Haringey Strategic Partnership, Theme Boards, Haringey Strategic Partnership Performance Management Group and individual members of these bodies including the Haringey Strategic Partnership’s approach towards putting this into practice	Terms of reference for HSP, Theme Boards and HSP PMG	To review Terms of reference to ensure roles are clear	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
Set out a clear statement of the respective roles and responsibilities of HSP and Theme Board Members generally and the role of the senior officers assigned to each Theme Board	Terms of reference for HSP, Theme Boards and HSP PMG. Role profiles for HSP members and senior officers	To review Terms of reference to ensure roles are clear; to draft role profiles clearly stating roles and responsibilities	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
(b) To ensure that a constructive working relationship exists between Haringey Strategic Partnership Members and officers and that their respective responsibilities are carried out to standard, we will:				
Determine clear terms of reference for the HSP, Theme Boards and HSP PMG and update this as required	Terms of reference for HSP, Theme Boards and HSP PMG	To review Terms of reference to ensure roles are clear or each body and what powers / responsibilities each forum has	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
That a lead officer is identified as being responsible and accountable to the Haringey Strategic Partnership for all aspects of operational management	Lead officer for operational management of HSP identified	to advise whether this would be the responsibility of Haringey’s Chief Executive or the ACE - PPPC as Haringey Council is the lead authority	n/a	Chief Executive / Assistant Chief Executive - PPPC
Develop Protocols to ensure that HSP & Theme Board Chairs and Haringey Strategic Partnership Performance Management Group members have a shared understanding of their respective roles and objectives	Terms of reference for HSP, Theme Boards and HSP PMG. Role profiles for HSP members and senior officers	To review Terms of reference to ensure roles are clear; to draft role profiles clearly stating roles and responsibilities	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services

HSP LCCG Action Plan

Requirement	evidenced by	Actions to address identified gaps in assurance or evidence	Completion / Implementation date	responsible officer
That a lead officer is identified as being responsible and accountable to the Haringey Strategic Partnership for ensuring that appropriate financial advice is given and for maintaining proper records and an effective system of internal financial control	lead officer for financial management for HSP identified	proposed this is Haringey Council's Section 151 Officer - The Chief Financial Officer as Haringey Council is the lead agency for the HSP	n/a	Chief Financial Officer
That a lead officer is identified as being responsible to the Haringey Strategic Partnership for ensuring that agreed procedures are followed and that all legislation is complied with	lead officer for compliance with legislative requirements identified	To advise whether this role should be allocated to the Assistant Chief Executive - PPPC or the Monitoring Officer - as Haringey Council is the lead agency for the HSP	n/a	Monitoring Officer / Assistant Chief Executive - PPPC
(c) To ensure relationships between the Haringey Strategic Partnership, its members and the public are clear so that each knows what to expect of the other, we will:				
Develop Protocols to ensure effective communication between Haringey Strategic Partnership Members and officers in their respective roles	Terms of reference for HSP, Theme Boards and HSP PMG. Role profiles for HSP members and senior officers	To review Terms of reference to ensure roles are clear; to draft role profiles clearly stating roles and responsibilities	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
Set out the terms and conditions for remuneration of HSP members and an effective structure for managing the process	Agreed policy and supporting processes in place for remunerating HSP members	paper to be drafted for discussion at HSP PMG; if agreed, budget will also need to be allocated.	to be advised	Head of Local Democracy / Legal Services
Ensure that effective mechanisms exist to monitor service delivery	HSP Performance Management Framework	achieved	n/a	Head of Policy & Performance
Ensure that the Haringey Strategic Partnership's vision, strategic plans, priorities and targets are developed robustly in consultation with the local communities and key stakeholders and that they are clearly expressed and publicised	Communication and Consultation Strategy for Community plan and LAA	revised HSP Communications plan in process of being drafted		Head of Communications and Consultation
Ensure that Members working in partnership are clear about their roles and responsibilities, individually and collectively, both to the partnership and to the Haringey Strategic Partnership	Terms of reference for HSP, Theme Boards and HSP PMG. Role profiles for HSP members and senior officers	To review Terms of reference to ensure roles are clear; to draft role profiles clearly stating roles and responsibilities	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services

HSP LCCG Action Plan

Requirement	evidenced by	Actions to address identified gaps in assurance or evidence	Completion / Implementation date	responsible officer
Ensure that all those working in partnership understand clearly the legal basis of the partnership and the extent of each representative's authority to commit their parent organisation to partnership decisions	Terms of Reference for HSP, Theme Boards and HSP PMG. Ratification annually at HSP AGM	To review Terms of reference to ensure roles are clear; content of HSP AGM Agenda	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
Core Principle 3 – Promoting Values for the Haringey Strategic Partnership and demonstrating the values of Good Governance through upholding high standards of conduct and behaviour				
(a) To ensure Members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance, we will:				
Ensure that the Haringey Strategic Partnership's leadership sets a tone for the organisation by creating a climate of openness, support and respect	Terms of Reference; Minutes and actions of HSP PMG	To review Terms of Reference for HSP PMG	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
Define and publicise the standards expected in the conduct of Haringey Strategic Partnership and Theme Board Members in the work of the Haringey Strategic Partnership including work with external agencies and the local communities	Code of Conduct for the HSP and Theme Boards. Code easily accessible publicly on the HSP web site	Legal Services to advise whether the HSP can sign up to the Council's code of conduct or whether a separate code will need to be drafted	to be advised	Head of Local Democracy / Monitoring Officer
Put in place and maintain in operation arrangements to ensure that Haringey Strategic Partnership and Theme Board Members and officers are not influenced by prejudice, bias or conflicts of interest when dealing with different stakeholders	Code of Conduct for the HSP and Theme Boards in place. Declaration of interests at all HSP meetings and subordinate bodies. Register of Interests for the HSP?	Legal Services to advise whether the HSP can sign up to the Council's code of conduct or whether a separate code will need to be drafted. Also whether a register of interests needs to be maintained for the HSP	to be advised	Head of Local Democracy / Monitoring Officer

HSP LCCG Action Plan

Requirement	evidenced by	Actions to address identified gaps in assurance or evidence	Completion / Implementation date	responsible officer
(b) To ensure that the Haringey Strategic Partnership's values are put into practice and remain effective, we will:				
Develop and maintain shared values, including leadership values, for both the Haringey Strategic Partnership and its staff which reflect public expectations and communicate these to Members, staff, the community and partners	discussion as to what would be appropriate evidence i.e. Terms of reference which would contain guiding principles; community strategy	discussion / steer required	to be advised	to be confirmed
Put in place arrangements to ensure that systems and processes reflect appropriate ethical standards and to monitor their continuing effectiveness in practice	Code of Conduct for HSP and Theme Boards. Regular reports on ethical issues to HSP PMG	Legal Services to advise whether the HSP can sign up to the Council's code of conduct or whether a separate code will need to be drafted. Also whether a register of interests needs to be maintained for the HSP	to be advised	Head of Local Democracy / Monitoring Officer
Use the Haringey Strategic Partnership's shared values as a guide for decision-making and a basis for developing positive and trusting relationships within the Haringey Strategic Partnership	HSP Community Strategy - vision and values; Terms of reference for HSP, HSP PMG and Theme Boards	To review Terms of reference to ensure roles are clear; to draft role profiles clearly stating roles and responsibilities	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services
Pursue a partnership vision with an agreed set of values for assessing decision-making and actions which must be demonstrated by the partners' individual and collective behaviour	HSP Community Strategy - vision and values; LAA Priorities; HSP Performance Management Framework; Action Plans for each Theme Board. Code of Conduct for HSP and Theme Boards. Regular reports on ethical issues to HSP PMG	To review Terms of reference to ensure roles are clear; to draft role profiles clearly stating roles and responsibilities. Legal Services to advise whether the HSP can sign up to the Council's code of conduct or whether a separate code will need to be drafted. Also whether a register of interests needs to be maintained for the HSP	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Legal Services

HSP LCCG Action Plan

Requirement	evidenced by	Actions to address identified gaps in assurance or evidence	Completion / Implementation date	responsible officer
Core Principle 4 – Taking informed and transparent decisions which are subject to effective Oversight & Scrutiny and Risk Management				
(a) To be rigorous and transparent about how decisions are taken and to listen and act on the outcomes of constructive scrutiny, we will:				
Develop and maintain an effective relationship with Haringey's Oversight & Scrutiny function which encourages effective challenge and which enhances the Haringey Strategic Partnership's performance overall including delivery of LAA Targets	Regular reports to OSC on LAA Stretch Targets. Process for formal engagement between the HSP and OSC to ensure Partnership issues are taken account of in OSC Annual Work Programme.	Briefings / training for HSP and OSC members on LGPH Act requirements. Review of OSC Work Programme and with to agree timelines for with relevant HSP Forums	to be advised	Head of Policy & Performance; Head of Local Democracy; Partnerships Manager
Develop and maintain open and effective mechanisms for documenting the evidence for decisions and for recording the criteria, rationale and considerations behind decisions	Terms of Reference; report writing guidelines for HSP subordinate bodies; publication of all agendas and minutes for HSP, Theme Boards and PMG meetings - also available on HSP web site; work programme / agenda plans for all HSP Bodies published and made available on web site	achieved. Lead officers for each theme board to be reminded of their responsibilities regarding compliance of all reports with Council report writing guidelines and agenda clearance processes (to be taken account of in role profiles)	30-Jun-08	Partnerships Manager / Head of Local Democracy
Put in place arrangements to safeguard Haringey Strategic Partnership and Theme Board Members and staff against conflicts of interest together with appropriate processes to maintain them in practice	Code of Conduct for the HSP and Theme Boards in place. Declaration of interests at all HSP meetings and subordinate bodies. Register of Interests for the HSP?	Legal Services to advise whether the HSP can sign up to the Council's code of conduct or whether a separate code will need to be drafted. Also whether a register of interests needs to be maintained for the HSP	to be advised	Head of Local Democracy / Monitoring Officer
That an HSP Forum separate of the HSP and Theme Boards maintains an effective overview of audit and governance issues	role to be clearly stated in terms of reference / functions of HSP PMG	HSP PMG Terms of Reference to be reviewed and Audit & Risk consulted as appropriate	30-Jun-08	Head of Local Democracy / Partnerships Mgr / Head of Audit and Risk / Legal Services
Make sure that effective, transparent and accessible arrangements are in place for dealing with complaints	HSP Complaints Procedure and Protocol. Performance reports to HSP PMG as appropriate	Procedure currently being developed	to be advised	Head of Policy & Performance / Complaints Manager

HSP LCCG Action Plan

Requirement	evidenced by	Actions to address identified gaps in assurance or evidence	Completion / Implementation date	responsible officer
(b) To have good quality information, advice and support which ensure that the services wanted and needed by the community are delivered effectively, we will:				
Ensure that decision-makers in the Haringey Strategic Partnership have information that is fit for purpose i.e. relevant, timely and with clear explanations of the technical issues	Report writing guidelines for HSP; Data Quality policy / procedures for HSP	achieved. Lead officers for each theme board to be reminded of their responsibilities regarding compliance with Council report writing guidelines / data quality procedures and agenda clearance processes (to be taken account of in role profiles)	30-Jun-08	Partnerships Manager / Head of Local Democracy
Ensure that proper professional advice, on matters with financial or legal implications, is available, recorded well in advance of decision-making and used appropriately	report writing guidelines and agenda clearance timetables for HSP and all subordinate bodies; Data Quality policy / procedures for HSP	achieved. Lead officers for each theme board to be reminded of their responsibilities regarding compliance with Council report writing guidelines / data quality procedures and agenda clearance processes (to be taken account of in role profiles)	30-Jun-08	Partnerships Manager / Head of Local Democracy
(c) To ensure that an effective risk management system is in place, we will:				
Ensure that risk management is embedded into the culture of the Haringey Strategic Partnership with Members recognising this is part of their respective roles	Terms of Reference for HSP and subordinate bodies; Terms of Reference for HSP PMG; HSP Risk Management Framework agreed by HSP PMG; HSP and Theme Board Risk Registers	on track to achieve	Jun-08	Head of Audit & Risk / Head of Policy & Performance
Ensure that effective arrangements for whistle-blowing are in place with access for Members, staff and those contracting with, or appointed by, the Haringey Strategic Partnership.	adoption of Haringey's whistle blowing policy by the HSP	Head of Audit & Risk to advise whether this is appropriate way forward	to be advised	Head of Audit & Risk
(d) To use the Haringey Strategic Partnership's legal powers for the full benefit of citizens and communities in the Borough, we will:				
Recognise the limits of lawful action while striving to use Haringey Strategic Partnership powers for the full benefit of the community	see actions column	Legal to give steer whether this action is appropriate for inclusion in HSP LCCG	to be advised	Legal Services

HSP LCCG Action Plan

Requirement	evidenced by	Actions to address identified gaps in assurance or evidence	Completion / Implementation date	responsible officer
Comply with the specific requirements of legislation and the general duties placed on Haringey Strategic Partnership by public law	Community Strategy and LAA Targets; Theme board work programmes; HSP and Subordinate bodies terms of reference; HSP Report Writing Guidelines; HSP Performance Management Framework and Data Quality Policy; Risk Management Framework;	achieved	n/a	Head of Policy & Performance; Head of Local Democracy; Partnerships Manager; Head of Audit & Risk; Legal Services
Integrate the key principles of administrative law - rationality, legality and natural justice – into the Haringey Strategic Partnership’s procedures and decision-making processes	HSP and subordinate bodies Terms of Reference; HSP Report writing guidelines; Agendas and minutes for HSP meetings	achieved	n/a	Head of Local Democracy
(d) To use the Haringey Strategic Partnership’s legal powers for the full benefit of citizens and communities in the Borough, we will:				
Recognise the limits of lawful action while striving to use Haringey Strategic Partnership powers for the full benefit of the community	Terms of Reference for HSP and subordinate bodies; Community Strategy; HSP Performance Framework - LAA Stretch targets	achieved	n/a	Head of Local Democracy / Head of Policy & Performance / Partnerships Manager
Comply with the specific requirements of legislation and the general duties placed on Haringey Strategic Partnership by public law	Terms of Reference for HSP and subordinate bodies; Community Strategy; HSP Performance Framework - LAA Stretch targets	achieved	n/a	Head of Local Democracy / Head of Policy & Performance / Partnerships Manager
Integrate the key principles of administrative law - rationality, legality and natural justice – into the Haringey Strategic Partnership’s procedures and decision-making processes	Terms of Reference for HSP and subordinate bodies; Community Strategy; HSP Performance Framework - LAA Stretch targets	achieved	n/a	Head of Local Democracy / Head of Policy & Performance / Partnerships Manager
Core Principle 5 – Developing the capacity and capability of Haringey Strategic Partnership Members and Officers to be effective				
(a) To make sure that Haringey Strategic Partnership Members and officers have the skills, knowledge, experience and resources they need to perform well in their roles, we will:				
Provide induction programmes tailored to individual needs and also opportunities for HSP and Theme Board Members and officers to update their knowledge regularly	HSP Development Programme for 2008/9 informed by priorities and Theme board work plans	HSP Development programme for 2008/9 currently being developed	to be advised	Head of Local Democracy / Partnerships Manager

HSP LCCG Action Plan

Requirement	evidenced by	Actions to address identified gaps in assurance or evidence	Completion / Implementation date	responsible officer
Ensure that the lead officers have the necessary skills, resources and support to perform effectively	HSP Development Programme for 2008/9 informed by priorities and Theme board work plans; role profiles for lead officers	HSP Development programme for 2008/9 currently being developed	to be advised	Head of Local Democracy / Partnerships Manager
Ensure that the roles of the lead officers are properly understood by all in the Haringey Strategic Partnership	role to be clearly stated in terms of reference / functions of HSP PMG; role profiles	currently being developed / reviewed	30-Jun-08	Head of Local Democracy / Partnerships Manager
(b) To develop the capability of those with governance responsibilities and to evaluate their performance individually and collectively, we will:				
Assess the skills required by Haringey Strategic Partnership Members and officers and develop those skills to enable their roles to be performed effectively	HSP Development Programme for 2008/9 informed by priorities and Theme board work plans	HSP Development programme for 2008/9 currently being developed	to be advised	Head of Local Democracy / Partnerships Manager
Develop skills on a continuing basis to improve performance including the ability to respond to Overview & Scrutiny and challenge and to recognise when outside expert advice is needed	HSP Performance Management Framework; HSP Development Programme for 2008/9 informed by priorities and Theme board work plans; OSC Work Programme	Performance Framework agreed in 2007/8; HSP Development programme for 2008/9 currently being developed. 2008/9 OSC Work Programme currently being developed	to be advised	Head of Policy & Performance / Head of Local Democracy / Partnerships Manager
Ensure that effective arrangements are in place for reviewing the performance of the Haringey Strategic Partnership and Theme Boards and for agreeing action plans to address training or development needs	HSP Performance Management Framework; HSP Development Programme for 2008/9 informed by priorities and Theme board work plans	Performance Framework agreed in 2007/8; HSP Development programme for 2008/9 currently being developed	to be advised	Head of Local Democracy / Partnerships Manager
(c) To encourage new talent for membership of the Haringey Strategic Partnership so best use can be made of individuals' skills and resources in balancing continuity and renew				
Ensure that effective arrangements are in place to encourage individuals from all sections of the community to engage with, contribute to, and participate in, the Haringey Strategic Partnership's work	HSP Communications and Consultation Strategy / Plan; LAA Targets; Voluntary Project	Comms Plan being developed;	to be advised	Head of Communications and Consultation

HSP LCCG Action Plan

Requirement	evidenced by	Actions to address identified gaps in assurance or evidence	Completion / Implementation date	responsible officer
Ensure that structures are in place for Haringey Strategic Partnership Members to encourage participation and development	HSP Communications and Consultation Strategy / Plan; HSP development plan for HSP Members and Theme Boards informed by priorities and Theme Board work plans; Civic Engagement Event (July 2008); Voluntary Project	Comms Plan being developed; HSP Development programme currently being developed; series of Civic Engagement events agreed for July 2008; Voluntary Project agreed by HSP PMG in April 2008.	to be advised	Head of Communications and Consultation/ Head of Local Democracy & Member Services; Partnerships Manager
Core Principle 6 – engaging with local people and other stakeholders to ensure robust public accountability				
(a) To exercise leadership through engagement with Haringey’s Overview & Scrutiny function, local people and all local stakeholders and partnerships and which develops constitutional relationships, we will:				
Make clear to all Haringey Strategic Partnership Members and the community that we are democratically accountable body and that structures are in place to support this	LAA Stretch Targets and Outcomes; Place Survey and Residents Survey; HSP Communications and Consultation Plan; HSP and Theme Boards Terms of Reference; Publication of HSP and Subordinate bodies agendas and minutes; OSC Work Programme	Comms Plan being developed; 2008/9 OSC Scrutiny work programme currently being developed	to be advised	Head of Communications and Consultation/ Head of Local Democracy & Member Services / Head of Policy and Performance / Partnerships Manager
Consider those institutional stakeholders to whom the Haringey Strategic Partnership is accountable and assess the effectiveness of the relationships and any changes required	Community Strategy and LAA Targets; Theme board work programmes; HSP and Subordinate bodies terms of reference; HSP Performance Management Framework; HSP Communications and Consultation Plan; OSC Work Programme	Comms Plan being developed; 2008/9 OSC Scrutiny work programme currently being developed	to be advised	Head of Communications and Consultation/ Head of Local Democracy & Member Services / Head of Policy and Performance / Partnerships Manager
Produce an annual report on the activities and performance of the HSP and its Theme Boards	HSP Performance Management Framework	achieved	n/a	Head of Policy and Performance

HSP LCCG Action Plan

Requirement	evidenced by	Actions to address identified gaps in assurance or evidence	Completion / Implementation date	responsible officer
<p>(b) To take an effective and planned approach to dialogue with, and accountability to, the public to ensure effective and appropriate service delivery whether directly by the Haringey Strategic Partnership, in partnership or by commissioning, we will:</p>				
<p>Ensure that clear channels of communication are in place with all sections of the community and other stakeholders and put in place monitoring arrangements to ensure that they operate effectively</p>	<p>HSP Communication and Consultation Strategy including public consultation framework</p>	<p>Comms Plan being developed</p>	<p>to be advised</p>	<p>Head of Communications and Consultation</p>
<p>Hold meetings in public unless there are good reasons for confidentiality</p>	<p>publication of HSP agendas and minutes; HSP and HSP Theme Board Terms of Reference</p>	<p>achieved</p>	<p>n/a</p>	<p>Head of Local Democracy</p>
<p>Ensure that arrangements are in place to enable the Haringey Strategic Partnership to engage with all sections of the community effectively.</p>	<p>HSP Communication and Consultation Strategy including public consultation framework</p>	<p>Comms Plan being developed</p>	<p>to be advised</p>	<p>Head of Communications and Consultation</p>
<p>The above arrangements will recognise that different sections of the community have different priorities and will establish processes for dealing with these competing demands</p>	<p>HSP Communication and Consultation Strategy including public consultation framework; LAA Stretch Targets</p>	<p>Comms Plan being developed</p>	<p>to be advised</p>	<p>Head of Communications and Consultation</p>
<p>Establish a clear policy on the types of issues where we will consult, or engage the public and service users, including a feedback mechanism to demonstrate to consultees what has changed as a result of consultation</p>	<p>HSP Communication and Consultation Strategy including public consultation framework</p>	<p>Comms Plan being developed</p>	<p>to be advised</p>	<p>Head of Communications and Consultation</p>
<p>Publish an annual performance plan with information on the Haringey Strategic Partnership's vision, strategy, plans and financial statements as well as information about its outcomes, achievements and service user satisfaction in the previous year</p>	<p>HSP Performance Management Framework; Annual report to GoL regarding LAA Targets</p>	<p>achieved - actions in place to support</p>	<p>n/a</p>	<p>Head of Policy & Performance</p>

HSP LCCG Action Plan

Requirement	evidenced by	Actions to address identified gaps in assurance or evidence	Completion / Implementation date	responsible officer
Ensure that the Haringey Strategic Partnership is open and accessible to the community, service users and its own staff and committed to openness and transparency in its dealings including partnerships subject to the protection of confidentiality where necessary and appropriate	HSP Communication and Consultation Strategy including public consultation framework	Comms Plan being developed	to be advised	Head of Communications and Consultation
(c) To make the best use of human resources by taking an active and planned approach to meet the Haringey Strategic Partnership's responsibility to its staff, we will:				
Develop and maintain a clear policy on the means for consulting and involving staff and their representatives in decision-making as appropriate.	HSP Communication and Consultation Strategy including public consultation framework	Comms Plan being developed	to be advised	Head of Communications and Consultation

HSP LCCG Action Plan

RAG Status								
		ds, the	Green	Green	ut to a high	Green	Green	Green

HSP LCCG Action Plan

RAG Status
Green
Green
Green
Green
Green
Green
Green

HSP LCCG Action Plan

RAG Status
Green
Minor
Green
Amber
Amber

HSP LCCG Action Plan

RAG Status					
	Amber	Amber	Green	Green	

HSP LCCG Action Plan

RAG Status			Amber	Green	Amber	Green	Green
------------	--	--	-------	-------	-------	-------	-------

HSP LCCG Action Plan

RAG Status		Green	Green		Green	Amber		tbc
------------	--	-------	-------	--	-------	-------	--	-----

HSP LCCG Action Plan

RAG Status
Green
Green
Green
Green
Green
Green

HSP LCCG Action Plan

RAG Status
Green
Green
Green
Green
Green
al, we will:
Green

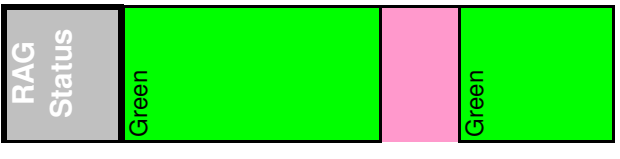
HSP LCCG Action Plan

RAG Status	Green		Constructive and	Green	Green	Green
------------	-------	--	------------------	-------	-------	-------

HSP LCCG Action Plan

RAG Status
Key
Green
Green
Green
Green
Green
Green
Green

HSP LCCG Action Plan





Meeting: Haringey Strategic Partnership

Date: 3 July 2008

Report Title: Complaint Handling Protocol

Report of: Sharon Kemp, Assistant Chief Executive – Policy, Performance, Partnerships and Communication

Summary

To approve a Complaint Handling Protocol for all services delivered by partnership members.

Recommendations

- i. That the Complaints Protocol be approved.
- ii. That all partners ensure that arrangements are put in place to ensure effective implementation of the Protocol, having regard to the issues highlighted at paragraph 4 of this report.
- iii. That appropriate publicity be provided for service users and staff (paragraph 5 of the report)
- iv. That the operation of the Protocol be formally reviewed after twelve months of operation, and thereafter as required should one or more partners consider any modification to be appropriate.

Financial/Legal Comments

The Chief Financial Officer has been consulted on the contents of this report and notes that adopting the complaints handling protocol for the HSP should not have any financial implications that can't be met from existing resources. The proposed post twelve month review will enable any emerging financial implications to be highlighted.

A number of partners have statutory complaints processes: as stated in the protocol, these proposals do not affect them. There are no other specific legal implications in implementing the protocol. The Ombudsmen's report contains information on '*The legal status of LSPs*'.

For more information contact:

Name: Ian Christie
 Title: Feedback and Information Manager,
 Tel: 020 8489 2557

Email address: ian.christie@haringey.gov.uk

1. Background:

- 1.1 Last year, the Local Government Ombudsmen issued a special report: *Local partnerships and citizen redress*. This identified problems that are involved in handling complaints where there is a partnership of service providers, and recommended the drawing up of a complaints protocol to address these problems.
- 1.2 At the meeting on 11 February 2008, the Partnership approved in principle the establishment of such a complaints protocol.

2. Action taken to produce the protocol

- 2.1 Consultation with the Ombudsman and other authorities failed to identify any model for a protocol. Following discussion with other London boroughs, the Council's Feedback and Information Manager therefore produced a draft on the basis of the recommendations in the special report. This was circulated to partners and discussed at a meeting of partners on 23 April. Comments from the meeting were incorporated into a revised draft that was circulated and further comments incorporated.
- 2.2 The Ombudsman was then consulted, and his comments resulted in a further revision, which was again circulated for partners' comments. The final agreed version is now submitted for your approval.

3. Operation of the protocol

- 3.1 The Ombudsmen's key concerns are that:
 - It is easier for service users to gain redress when things go wrong,
 - There is full accountability for complaint handling,
 - The needs of complainants are met by ensuring that they understand how to complain and who to complain to
 - Complaints are resolved quickly, and
 - There is one point of reference that can be used to ensure that all complaints are properly handled, particularly in cases of doubt or dispute.
- 3.2 Where responsibility is clear, the relevant partner will deal with a complaint in accordance with normal procedures. Where the remit lies with two or more partners, is outside the remit of the receiving partner, or responsibility is not clear, the provisions of the protocol should be used to determine responsibility.
- 3.3 In cases of joint working, or service delivery by any other organisation outside the partnership, partners will ensure that appropriate complaints protocols are put in place.

- 3.4 The Council will assist in ensuring that complaints are properly addressed in cases of doubt as to responsibility for the issues raised, including resolving any potential differences of view. If this might involve a potential conflict of interest for the Council, the partner holding the position of vice chair of the Partnership will fulfil this role.
- 3.5 A schedule of partners' complaints contacts, including a brief outline of their complaints procedures, has been produced and distributed to partners' complaints contacts.

4. Implementation of the protocol

- 4.1 All partners should ensure that arrangements are put in place to implement all of the elements of the protocol, including in particular:
- Ensuring that staff take responsibility for quickly resolving complaints that are the responsibility of their organisation, and for promptly referring other complaints to the appropriate partner(s), or to the Council if guidance or a single point of reference is required;
 - Taking appropriate action to support complainants, and to put things right when a mistake has been made that adversely affects a service user;
 - Training staff to provide them with the right skills to deal with complaints and to resolve problems quickly;
 - Implementing systems to learn from complaints to improve services; and
 - Ensuring that appropriate arrangements are put in place in respect of any service delivery arrangements made with other organisations outside the Partnership.

5. Publicity

- 5.1 All partners should publicise the protocol so that service users are aware of how to complain and who to complain to. This will necessarily vary between partners: those who are members of a number of strategic partners may need to restrict website and other publicity to a list of boroughs with whom complaint protocols are in place.
- 5.2 The publicity planned by the Council includes:
- A press release, agreed with partners and to be issued after this meeting, which will be placed on the Council's website with links to the complaints pages,
 - Updating of the website complaints pages to include the key elements of the protocol,
 - An article in the August edition of 'Haringey People', which is distributed to all households in the borough, and
 - Reference to the protocol in the next edition of the Council's A to Z of services.

- 5.3 All partners are asked to arrange internal publicity so that all staff are aware of the protocol, and that their complaints officers will deal with any cases where there is any doubt as to responsibility for resolution.

6. Other matters to be addressed

- 6.1 Partners are asked to ensure that all other matters contained in the report are appropriately addressed, including staff training, learning from complaints, and monitoring and review arrangements.

7. Strategic Implications

- 7.1 The Ombudsmen's special report highlighted the problems involved in handling complaints where there is a partnership of service providers, and suggested how governance and processes can be improved to make things easier for service users. The purpose of the protocol is to address these issues.

8. Equalities implications

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

9. Conclusion

- 9.1 It is recommended that the complaints protocol be approved and implemented with immediate effect, and that all partners take prompt action to implement its provisions.

10. Use of Appendices

- 10.1 The following appendix is attached:

Haringey Strategic Partnership: Complaint handling protocol



COMPLAINTS PROTOCOL

1. Introduction

This complaints protocol has been adopted by all partners within the Haringey Strategic Partnership. Its purpose is to ensure that there is clarity of procedure and clear information on responsibilities and processes for handling complaints by or on behalf of service users the public about any service delivered through the partnership. It does not apply to complain to between partners.

2. Aims and general principles

- All partners welcome complaints by or on behalf of service users, and are committed to resolving them promptly and efficiently whenever possible.
- All partners will operate effective complaints procedures that meet public authority best practice, including publicity of arrangements for service users and staff.
- Complaints about services delivered by one partner will be dealt with by that organisation.
- Where services are jointly delivered, partners will cooperate to ensure the efficient handling of the complaint, normally in accordance with the timescales of the lead partner.
- Where complaints are incorrectly directed, all partners will work together to ensure prompt handling by the correct partner(s), and advise complainants.
- Our definition of a complaint is *“any expression of dissatisfaction about a partnership service, whether justified or not, requiring a response.”*

3. Adherence to partners’ procedures

The provisions of this protocol do not affect the statutory and established complaints processes of partners, including in particular those for NHS Trusts, the Metropolitan Police, the London Fire Brigade, London Probation and Job Centre Plus.

4. Taking responsibility for complaints

All members of the Partnership, and senior managers and officers of all partners are committed to the effective handling of complaints and will provide leadership and support to their staff to ensure that effective procedures operate in their organisations to facilitate this.

When a complaint is about a local authority function that has been delegated to a partner, the partner will provide effective complaints procedures (if the authority does not retain this responsibility), including responsibility for redress where the authority agrees to an Ombudsman recommendation, and will refer the complainant to Haringey Council at the last stage of the procedure.

Partners will not take an overly bureaucratic approach: systems will be reasonable and proportionate, taking into account the wide variations in scale, structure and objectives of their organisations.

4.1 Complaints within the remit of only one partner

On receipt of a complaint, which falls wholly within the remit of one partner, the partner's complaints lead will ensure that the complaint is fully investigated and responded to in accordance with their complaints procedure.

4.2 Complaints within the remit of two or more partners

Where a joint response from two or more partners is needed, one partner will normally take the lead, usually the partner responsible for the largest proportion of the issues raised, and ask the other partners to consider the aspects within their own remits. The lead partner will then be responsible for communicating with the complainant and providing a single response to all concerns raised, after receiving the agreed contributions of the other partners.

If partners cannot agree on a joint response, the issues raised will be separated and all partners involved will respond on those matters within their responsibility, while ensuring jointly that there are no omissions of response to any points of complaint. Any differences of view between partners will be dealt with in accordance with the provisions at paragraph 3.6 below. Complainants will be granted a conciliation review under these provisions if dissatisfied with conflicting responses from different partners.

Each partner will record on their own complaints database the details of complaints involving partners, including cases they contribute to as a subsidiary partner.

4.3 Joint working arrangements

Where there are regular joint working arrangements to deliver services, the handling of complaints will be formalised as part of these arrangements.

4.4 Complaints where the subject matter is outside the remit of the partner or responsibility is unclear

Partners will take responsibility for correctly allocating, and forwarding to the correct partner, any complaints they receive that are outside of their remit. This will normally be within two working days of receipt. They will inform the complainant of the contact details of the partner to whom they forward the complaint.

Haringey Council's Strategic Partnership Manager and Feedback and Information Manager, and the complaints leads of other partners will provide advice and guidance as required to assist in such cases.

4.5 General partnership matters

Some complaints may concern general partnership matters, such as consultation about the community strategy, Local Area Agreement, or funding arrangements. Where such a complaint is not clearly the responsibility of another partner, Haringey Council's Strategic Partnership Manager and Feedback and Information Manager will ensure that the complaint is effectively dealt with by the appropriate partner(s).

4.6 Single point of reference and differences of view between partners

Partners will work together to prevent the possibility of disadvantage or delay to complainants in the handling of their concerns and identification of any fault or remedy. Haringey Council's Feedback and Information Manager will therefore provide a single point of reference for any complaints about services provided by partners, and ensure, in conjunction with Haringey Council's Strategic Partnership Manager, that they are appropriately addressed by the relevant partners. As necessary this may involve the clarification of partners' roles and responsibilities and any differences of view between partners. In cases of potential conflict of interest for the Council, the partner holding the position of vice chair of the partnership will fulfil this role. The existence of such a conflict may be determined by the Council or the complainant.

4.7 Arrangements with other organisations/authorities

Partners will ensure that appropriate complaints protocols are put in place in respect of any service delivery arrangements made with any other organisations outside the Partnership.

4.8 Confidentiality

Partners will protect client confidentiality and ensure that client consent is obtained when someone is acting on behalf of someone else. This duty of consent and confidentiality will be interpreted in accordance with partners' procedures.

Whilst the confidentiality of a service user is important, this should never stop a partner forwarding a concern highlighted in a complaint to another partner or other relevant organisation, with or without the consent, if a particularly serious risk or high-level concern is identified (e.g. child protection or adult abuse issues). In some areas there may be a legal requirement to share information. The presumption in such instances will be in favour of dealing with the risk rather than the protection of user confidentiality.

Confidentiality will not be used as a reason to avoid dealing with a complaint.

5. Remedies - putting things right (redress)

Partners will ensure that appropriate action is taken to put things right when a mistake has been made that adversely affects a service user. This will normally be in line with relevant best practice Ombudsman guidelines.

Redress may include an apology, financial compensation, staff guidance, procedural changes or service improvements. Where applicable, this provision will be interpreted in accordance with partners' statutory and established complaints processes.

6. Supporting complainants

Partners will keep complainants informed of the progress of their complaints, including the stage at which it is being considered, the applicable timescales, and the reasons for any delay.

When dealing with complaints, partners will take account of complainants' special needs, including language, culture and disability, in accordance with their own procedures.

Where appropriate, partners will consider the option of conciliation or mediation to assist early resolution, and provide access to local sources of independent advocacy and advice.

7. Publicity and Communications

All partners will publicise this protocol, their own and relevant statutory complaints arrangements, and other appeals procedures, in appropriate written and electronic media to increase public and staff awareness.

8. Staff training

Partners will train their staff dealing with complaints, so that they understand their procedures and have the right skills to resolve problems quickly, and so that investigations of complaints are rigorous and evidence-based with clear, well-explained decisions.

9. Learning from complaints

Partners are strongly committed to develop and implement systems to learn from complaints to improve their services.

10. Monitoring and review

Where the local authority exercises a function through any other body, it will ensure that the arrangements provide for effective monitoring and review of complaints handled by that body, including a requirement to provide it with such access to evidence as it may request. Any review will identify learning points arising from complaint outcomes.

11. Advice, assistance and guidance

The relevant complaints leads of partners will provide advice, assistance and guidance to each other within their areas of expertise.

12. Review of protocol

This protocol was approved by the Haringey Strategic Partnership on 3 July 2008. It will be formally reviewed after 12 months, and thereafter as required if one or more partners considers that any modification is appropriate.

Appendix: Agencies in membership of the Haringey Strategic Partnership

Set out below is a list of agencies in membership of the Haringey Strategic Partnership in July 2008, all of whom have agreed to observe the arrangements set out in this protocol.

Local authority	Haringey Council
Community representatives	Community Link Forum HAVCO
Other community agencies and groups	Haringey Fire Service Metropolitan Police Environment Agency Lee Valley Regional Authority London Remade New Deal for Communities Transport for London Thames Water English Nature Haringey Probation Service Youth Offending Service Haringey Youth Council Haringey Magistrates Court
Health	Haringey Teaching Primary Care Trust North Middlesex Hospital Trust Barnet, Enfield and Haringey Mental Health Trust Whittington Hospital Trust Great Ormond Street Hospital
Education	Connexions (North London) Middlesex University College of North East London
Schools	Early Years and Play Primary Schools Secondary Schools Special Schools
Employment and skills	Jobcentre Plus Learning and Skills, North London
Business and Enterprise	Business Link for London Greater London Enterprise Mall Management North London Chamber of Commerce North London Business
Others/observers	London Development Agency College Arts Selby Trust
Housing	Homes for Haringey Metropolitan Housing Trust Family Mosaic Circle Anglia Innesfree

This page is intentionally left blank



Meeting: Haringey Strategic Partnership

Date: 3 July 2008

Report Title: Communications Protocol and Strategy Development

Report of: Sharon Kemp - Assistant Chief Executive, Policy, Performance and Partnerships and Communication

Summary

Effective communication and consultation by HSP and the organisations which are members will be vital to the achievement of Local Area Agreement (LAA) targets and to a successful Comprehensive Area Assessment (CAA).

An HSP Network of communications professionals from the HSP partners has been created and will be used to drive forward progress.

A strategy is being developed. This paper outlines initial ideas which could shape the strategy.

Dialogue with the chairs of each theme board is planned in order to ensure the strategy reflects needs across the piece and pulls together resources in the most effective way.

Recommendations

- i. That the HSP Communications Network develops a communications and consultation strategy following discussion of this paper and individual discussions with the chairs of each board.
- ii. That the strategy is then proposed to a future meeting of the HSP.
- iii. That the strategy includes recommendations for any additional
- iv. resources required to deliver it.

Financial/Legal Comments

Much of the work will be about using the existing resources of partners more collaboratively and effectively.

Some resources are already available within elements of the partnership for

communications. We will need to map these as we develop the communications strategy in order to understand whether additional resources are required and where within the partnership they should be located for maximum impact.

For more information contact:

Name: Mike Browne

Title: Head of Communications & Consultation, Haringey Council

Tel: 020 8489 2901

Email address: mike.browne@haringey.gov.uk

1. BACKGROUND INFORMATION

Consideration is being given to communicating partnership work, this includes the plans and achievements of Haringey Strategic Partnership. The Local Area Agreement outcomes and targets will give a framework for the partnership's achievements until 2011.

2. ANALYSIS

2.1 The communications challenge

Comprehensive Area Assessment (CAA) will be looking at the outcomes local authorities set out to achieve either alone or in partnership. It will look at 198 national indicators as well as local ones, but will focus on the outcomes and targets chosen in the Local Area Agreement. The Place survey will be asking how well informed people are about local public services. The communications challenge in this environment is to be able to demonstrate shared success to senior stakeholders whilst enabling the organisations directly responsible for service delivery to retain profile and their relationship with service users.

2.1.1 The service user perspective

Understanding the rich range of partnerships we are engaged in is complex enough for people involved in them. Resident focus groups by local authorities consistently show a lack of understanding of which public service organisation delivers which service. Asking our service users to know or care about the detail of any of the partnerships we are part of begs the question "why do they need to know?"

Each organisation within each partnership is making their contribution toward local outcomes and is keen to maintain their own profile for their achievements. Creating a separate customer facing "brand" for the partnership, any of the groups and workstreams within it or for the LAA does

not help the public understand who is behind each achievement, or help local people to understand who to contact regarding it.

2.1.2 The way forward

A partnership communications strategy should be created by the HSP Communications and Consultation Network and proposed to HSP based on the following principles.

There should be three types of communication about the Haringey Strategic Partnership and the work done to deliver agreed outcomes.

- **Corporate communications**, within the partnership and to senior stakeholders such as government departments and offices, regulators and local community leaders, explaining how the partnership plans, works and achieves.
- **Service communications**, outcome communications to local stakeholders regarding access to service delivery and achievements.
- **Social marketing**, communications activity aimed at behavioural change which supports the outcomes and targets in the local area agreement.

These three types of communication will be addressed in turn below.

2.1.2 Corporate

Examples of this type of communication include:

- Sustainable Community Strategy
- Local Area Agreement
- Haringey's well-being strategic framework
- The partnership's website
- Updates on achievements against the strategy and the LAA for all stakeholders
- Subscription e-newsletter eg <http://www.teamhackneyupdate.org.uk/>
- Media releases aimed at trade and national press.

The HSP identity should only be used on this type of communication. This communication is designed to help the partnership function and to promote and explain the work of the partnership to senior stakeholders.

2.1.4 Service communication

Local communications to service users around particular outcomes of the partnership should be primarily attributed to the organisation(s) delivering them and secondarily referring to HSP in a consistent way. If a service delivery partnership has been formed, this should be dominant only where this is a service which users can contact. The principle driving service communication is that it should be clear who is responsible for delivering the service and who residents should contact to find out more about the service.

The Place Survey asks questions about what local public services are achieving. It asks for views on whether local public services:

- are working to make the area safer;
- are working to make the area cleaner and greener;
- promote the interests of local residents;
- act on the concerns of local residents; and
- treat all types of people fairly.

We therefore need to ensure that local people attribute our work to the bodies they know of as local public services, rather than an umbrella body which may dilute this connection.

Reference to the fact that the work of the service delivery organisation(s) is supporting the outcomes signed up to by the HSP should be secondary. Some options for how this could be phrased are below.

Eg.

“in partnership for Haringey”

“members of Haringey Strategic Partnership”

“part of the Haringey Strategic Partnership”

“Working together with the Haringey Strategic Partnership”

This approach will be developed and a proposal made to the HSP by the HSP Communications and Consultation Network as part of the strategy.

2.1.5 Social marketing

There are a number of LAA targets which could be achieved with the support of local social marketing campaigns to encourage behaviour change.

LAA targets which could benefit from social marketing campaigns are highlighted in appendix 1.

Each of these objectives would benefit from a cross partnership communication / marketing plan. A template for planning these campaigns will be discussed by the HSP Communications and Consultation Network with the aim of maximising the impact of such campaigns.

2.1.6 Opportunities to promote partnership outcomes

In the same way that the plans and governance of the strategic partnership connect to the plans and governance of member organisations, so communications by the partnership should connect with communications by the member organisations. The HSP Communications and Consultation Network will provide this connection.

The proposed terms of reference for the HSP Communications and Consultation Network are included in appendix 2.

Any partnership communications strategy we develop should make the most of the media owned by the partners themselves. The network will help achieve this as well as sharing good practice.

2.1.7 Key messages for the HSP

For all stakeholders

- We're working together for Haringey
- We understand our community
- What we're doing is making a difference to local quality of life
- We're grappling with some tricky issues
- We're (delivering relevant outcome)

These will be developed by the HSP Communications and Consultation Network , but are the buttons we need to press with stakeholders with regard to CAA.

2.1.8 Media relations

A separate media protocol is needed to ensure clarity about how we handle both positive and negative media issues for the partnership. This can be put in place ahead of the overall strategy. A draft of this is included in appendix 3. This will be revised as necessary following the next meeting of the Communications Network and a revised version tabled at the HSP meeting for agreement.

2.2 The consultation challenge

The Place Survey includes questions such as “Do you agree or disagree that you can influence decisions affecting your local area?” this is not organisationally specific and therefore consultation is only as good as our weakest partner. The challenge is to demonstrate credible consultation by the partnership and its members.

2.2.1 Whilst we can not guarantee that every consultee will see the decision they want, we need to manage our relationship with those who give their views by ensuring that standards of consultation are adhered to.

This means:

- Only consulting at a stage in the decision making process where stakeholder views can be considered;
- Consulting in ways which are meaningful and engaging to the relevant stakeholders;
- Being clear about when the decision is being made and the role the views expressed will play; and
- Feeding back about the decision made and how views influenced it.

2.2.2 Only if we complete this cycle with each consultation will we effectively manage our relationship with our community and enable them to feel that they can influence local decisions.

2.2.3 The partnership communication and consultation strategy should include a commitment to these basic principles. The network can then share best practice to ensure these commitments are delivered.

2.2.4 The council has a consultation toolkit and runs courses to support effective council consultation. These should be extended to include partners as one example of effective joint working.

3 CONCLUSIONS

Partnership communications is complex and can lead to stakeholder confusion if handled badly.

As many indicators on which we are measured are now based on perception, getting partnership communications right has never been more important.

Developing the network, protocol and strategy and determining resource requirements will help ensure an effective approach and support LAA achievements for our community and a positive CAA for our partnership.

APPENDICES

1. Targets from the LAA which could benefit from communications and consultation activity.
2. Draft Terms of reference for HSP communication and consultation network.
3. Draft media communications protocol.

Appendix 1 LAA targets which could benefit from social marketing

Target number	Indicator	Comms lead – based on lead organisation for the target	Examples of types of activity which could be planned. Detail to be added by Communications & Consultation network
1, 35	% of people who believe people from different backgrounds get on well together in their local area Building resilience to violent extremism		Promote cohesion commission. Promote work of cohesion forum
4	% of people who feel that they can influence decisions in their locality		Ensure consultation only done at a time in process when it can influence decision loop closed on all consultation. Consultation network to share practice across the HSP
6.	Participation in regular volunteering		Celebrating volunteers, awards, Features in HP
8	Adult participation in sport		Highlighting venue based activity Promoting parks Campaign around the benefits of exercise. Local case studies.
21	Dealing with local concerns about ASB and crime		Community safety strategy communications
39	Alcohol harm related hospital admission rates		Targeted
Local	Reduction in personal robbery		
Local	Prevalence of		

	breastfeeding at 6-8 weeks from birth		
56	Obesity among primary school age children in year six		Targeted health promotion activities and messaging. Aimed at parents and children
Local	Increase in the % of children immunised by the second birthday		
112	<u>Under 18 conception rate</u>		
113	Prevalence of Chlamydia in under 20 year olds		
117	16-18 year olds who are not in education, training or employment		
Local	Number of smoking quitters in the N17 area		Targeted health promotion using national and localised materials
123	Smoking rate, 16+ prevalence		
Local	Carbon emissions from vulnerable private households		
186	Per capita CO2 emissions in the area		Better Haringey campaign, linked to greenest borough strategy
187	Tackling fuel poverty- people receiving benefits living in homes with a low energy efficiency rating		
192	Household waste recycled and composted		Better Haringey campaign

Appendix 2

- **Draft terms of reference – HSP Communications and Consultation Network**
- share information
- to ensure a co-coordinated communications approach -making use of existing channels to maximum effect
- speak with an agreed consistent voice across the partnership
- maximise publicity & awareness for all partnership activity, achievements and good working practice
- to alert each other to forthcoming opportunities and Issues
- to agree a communications process
- to share and agree key core and programme messages
- to share good practice
- to seek possible joint resource savings (ie print, advertising rates physical resources and support etc) - pooling our communications resource to maximise impact and value for money
- further develop cross partnership working, communications and consultation
- to develop a mutual understanding of the communications and consultation needs of different local audiences and targeting activity accordingly (i.e. development of trusted message givers and delivery in an accessible format to all communities)
- to explore possible joint communications research opportunities
- identify where objectives are not met by existing communications channels and seek new approaches
- to support each others individual communications and consultation work (ie joint brainstorming, sharing experience, providing advice and support)
- explore and test new channels for communications and consultation
- ensuring a sustained approach over the year reviewing and regularly feeding back progress to inform continued adaptation and improve on going working practice
- to audit existing communications materials
- to regularly report on communications and consultation programme planning and delivery to the HSP Board

Appendix 3 Draft Partnership Media Communication Protocol.

Background

Each partner will be keen to generate maximum profile for the partnership and their contribution towards it. Establishing ground rules for creating this profile will help all parties. In the event of any problem in the partnership, these ground rules will also prevent any discussion being played out in the media, rather than through the established channels within the partnership.

The protocol needs to be flexible enough to allow speedy responses to media enquiries and quick seizing of positive promotional opportunities whilst applying the full spirit of the partnership to the way we communicate.

Principles

Operational issues for individual service delivery organisations communicating about their own services to their own target audiences will not be affected by partnership working.

This protocol should apply to the HSP and the partnerships within it.

No partner will put out independent statements about the partnership.

The partners will identify and communicate to each other approval mechanisms for any statement about the partnership. These will differentiate between:

- Operational issues such as particular partnership service delivery successes or failures
- Strategic issues which deal with the overall performance of the partnership and the principles which underpin it.

Operational issues regarding services delivered in partnership will be dealt with by the lead service delivery organisation, in consultation with any relevant service delivery partners, materials will be copied in to other members of the partnership for information. These will acknowledge the delivery organisations and the fact that the work is contributing to the strategic partnership.

Strategic issues will be dealt with in discussion with the chair of the partnership and or relevant theme board. Materials will be copied to relevant members of the partnership for information.

The detailed approval mechanisms, including contact details will be laid out in an appendix to this protocol.

Proactive Communications

Any partner may initiate pro-active media relations (press release, launch event, article in own publication etc.)

Each delivery partner must approve the text using the approval mechanism in appendix 1.

Quotations

Where a quotation is to be included in proactive or reactive communication, the ideal approach would be to include a single quote attributed to the partnership. The chair of the relevant board or the partnership overall is best placed to do this. Where this would be a council officer, the relevant member should be quoted.

As an alternative, quotes from each partner can be included giving their perspective, but the scope of these quotes should be agreed with the partners to ensure they are different enough to avoid duplication and to ensure that a single joint quote would not be a better way of promoting the partnership.

Any quotes included in the statement will be attributed to a named person. If timescales do not allow this, as a last resort the quote may be attributed to “a spokesman for the partnership”, but only where each organisation has agreed the text.

This page is intentionally left blank

REPORT ON WORKSHOPS WITH THEMATIC BOARDS

1. The Brief

LB Haringey Partnerships commissioned the Improvement and Development Agency (IDeA) to prepare and facilitate a workshop with each of the six thematic boards, to help them focus on the delivery of the new Local Area Agreement (LAA) for Haringey. The workshops all took place in March 2008.

The workshops had to take into account the new LAA guidance and to cover the following key elements:

- understand the importance of the LAA
- understand the role of the thematic board in delivering the LAA outcomes
- understand the performance management framework
- develop an action planning approach with key milestones
- identify the way forward for each thematic board
- re-energise the board

The same format was used with each of the thematic workshops, although time varied. The main approach was a learning process using example and practice, with short preliminary presentations. There was insufficient time for the theme boards to complete planning their milestones for action for all their LAA priorities.

2. Overall Findings

There was a good attendance at most workshops, particularly from the well established themes which had a clearer sense of purpose and tended to be more strategic in their approach. There was general awareness of the new challenges posed by LAAs, but the changes required to address them were still being considered.

There were marked differences in the use of performance management and in strategic planning capacity. Knowledge and understanding of a strategic commissioning approach was similarly variable. There was broad agreement that data sharing and the evidence base needed to improve.

Generally there was recognition that different ways of working were required. Thematic structures might need review and required people who could play an effective role in strategic planning and ensuring delivery.

3. National Context

Local Strategic Partnerships (LSPs) are having to develop a sharper local focus with fewer priorities in order to make a greater impact. Negotiating these priorities with the Government requires skilled analysis of robust evidence. Strategic commissioning is taking over from a short-term project approach, and performance management is essential to ensure delivery of outcomes.

LAAs are now part of mainstream working, and its priorities and targets need to be embedded in organisational service plans. From 2009, Comprehensive Area Assessment (CAA) will provide a holistic independent assessment of the prospects for local areas and the quality of life for people living there. It will look across statutory agencies and assess local partnership working. LAA performance will be central to that assessment.

Thematic Boards play a key role in making decisions about priorities and resources, in driving delivery against agreed targets, and in fostering wider involvement. Achieving the LAA targets will be dependent on their effectiveness.

4. Ways of Working

Rather than relying on standard quarterly meetings, new ways of working are required to engage partners and citizens, and to ensure delivery. For instance use an annual business planning cycle, structured so a wider range of people can be involved. This planning cycle will need to fit with partners' own business planning arrangements, so that there is joint ownership. Haringey Strategic Partnership (HSP) will need to ensure that the thematic business planning arrangements allow for themes to work together on cross-cutting issues.

Once overall priorities are determined, then thematic boards need to adopt a strategic planning approach, identifying key milestones and allocating the individual responsibilities that are so vital to delivery. This needs to be done as part of the process of fixing targets. The intended move to joint commissioning (away from project bidding) has to operate for 2009/10.

The format for meetings could alter so there is dedicated time to discuss one or more major priorities or issues each time in addition to routine business. Simple measures like different seating arrangements and meeting places can also change the ways people work together.

A number of activities and functions carried out by individual partners and themes might be better coordinated or integrated. For instance a joined up approach to publicity and communications can deliver tangible benefits, along with shared data observatories and common performance management systems. Joint strategic commissioning and procurement might produce efficiency savings.

5. Performance Management

There needs to be a common approach to performance management, not only between themes but also between statutory partners, otherwise there will be inefficiencies, inconsistencies, and information gaps. This may mean resourcing coordination and initial development of shared systems. It also needs to be championed at a senior level.

Some thematic boards are not familiar with performance management, and this was associated with insufficient thinking about how it would actually work in practice, for instance:

- allocate responsibility for each target to appropriate individual thematic board members
- at thematic board level, performance manage commissions rather than individual projects
- synchronise the timing of meetings with availability of performance management information
- start performance management with a limited number of performance indicators to develop real understanding of how to be effective
- how to work with the local authority's scrutiny role.

There is a need to be aware of what lies behind reported figures, and to dig below the high level performance indicators. Quarterly monitoring will not be enough if performance is red or amber, so the theme boards will need to determine how to carry this out without overloading theme board meetings. There is a danger that unless performance management is done effectively it will become little more than an administrative chore.

6. Evidence Base and Data Sharing

Themes will not be able to identify issues and set justifiable priorities without an accurate evidence base. Baselines need to be set, data sources confirmed and collection responsibilities agreed. By using a sophisticated social analysis themes will then be able to target the right groups of people, and share information with each other (for some issues, themes may wish to jointly target resources and interventions on specific discrete groups of people to maximise impact). Often Public Health have expert skills in this general area of work.

Data sharing was an issue raised by a number of thematic workshops, with concern raised about the way the Data Protection Act got in the way of sharing information about 'clients' to allow services to work together more successfully. This obstacle has been overcome elsewhere.

7. Structures and People

The role of the thematic board is wider than just delivering LAA targets, but that is a pre-condition for credibility and willing participation. As well as clarity about lead agency responsibilities, it needs the right people round the table who are able to play an active role to help inform and drive delivery. Individual members must add value to the overall success of the thematic board. There appears to be a general lack of private sector involvement in the theme boards, a common difficulty which needs to be addressed.

The size of meetings is important, and if a meeting has more than twelve to fifteen people involved then alternative ways of working should be considered (such as with the thematic workshops themselves). Given the size of theme boards and the quarterly meetings cycle, there may be value in considering a managerial sub-group which is tasked with the oversight of performance and implementation on behalf of the theme board. There is anyhow a need for themes to be able to take decisions and tackle performance issues in between the quarterly cycle of Board meetings.

Board and sub-group structures need to be appropriate. There is often value in having a limited number of sub-groups focussed on particular major priorities, and in some instances they can be an excellent mechanism for cross-thematic working. However there should not be too many sub-groups, and only be one tier of sub-groups below any thematic board. Alongside them, 'task and finish' groups can be a useful approach.

Locality arrangements like Safer Neighbourhood Teams and Neighbourhood Management can play a useful role in addressing local operational problems and engaging local communities. There is a need to be clear about how locality arrangements can connect into the Thematic Board arrangements, most likely through the sub-groups, and support delivery at a local level.

Other places have found it useful to provide joint support and coordination for technical professionals like performance managers, data specialists and communications staff.

8. Key Issues from Individual Theme Workshops

Appendix A sets out a number of key issues for each individual Theme Board.

9. Suggested Next Steps

A number of follow up actions have been identified for the Haringey Strategic Partnership to improve its capacity to deliver against the LAA targets. In particular these include:

9.1 Business and Service Planning

With partners, to identify a senior manager from each Theme Board to take responsibility for leading business planning and to agree a common annual planning framework and timeline, define the necessary information support required and commit to integrating relevant LAA targets into organisational service plans. This group might also be well placed for developing the partnership's approach to Comprehensive Area Assessment.

9.2 Implementing Performance Management

To develop expertise, roles and processes with appropriate staff reporting to each theme, including those with responsibility for finance reporting, so there are robust arrangements and accountabilities for presenting performance management information and reports in a reliable and consistent way.

9.3 Evidence Base and Data Sharing

To set up a reliable coordinated approach to data collection and analysis, and consider developing a shared data observatory.

9.4 Joint Strategic Commissioning

To develop a joint strategic commissioning framework for the key statutory bodies, with the involvement of representatives from the business and third sectors. It will also be appropriate to consider promoting collective approaches for potential bidders so that smaller business and organisations can play a part and be supported.

9.5 Structural Arrangements

The Haringey Strategic Partnership to provide direction on suitable structural arrangements for themes so that cross-thematic opportunities are exploited, in particular through sub-group arrangements. To also review the remit and activities of the Better Places Partnership and the Integrated Housing Board to best reflect the Local Area Agreement Outcomes.

9.6 Community Engagement and Communications

All the key services have to engage with communities. A coordinated approach might be more effective and provide better opportunities both for influencing strategic business planning and for tackling local operational problems. Mapping communications activities across the Themes might identify gaps and suitable joint approaches.

Appendix A

KEY ISSUES FROM INDIVIDUAL THEME WORKSHOPS

Well Being

- Large group
- Has thematic working groups looking at various outcomes, but may be too many tiers
- Joint commissioning approach needed (a new joint commissioning group has been established)

Children & Young Persons (C&YPB)

- Early identification of vulnerable children
- Consider best structure for meetings
- Have a challenge review in each meeting

Safer Communities (SCEB)

- Streamline meetings and better diary planning (especially important for regional partners)
- Need for effective coordination of actions by different partners and the use of joint project teams
- Strong integrated approach to communications
- Role of area-based working to deal with local problems

Integrated Housing (IHB)

- To be clear about purpose and getting the right people round the table
- Building up a multi-agency commission
- More outcome-focussed and problem solving
- Chance for a fresh start and to inject more interest

Better Places

- This theme board is the least developed. Place-making and the Local Development Framework (LDF) are critical concerns, but the board is not yet configured or prepared to deliver these.
- Consider making general environment a sub-group with links to SCEB and IHB as well,
- Place-making to be a more strategic body, with key cross-thematic membership, possibly with fewer meetings, with oversight of development of the LDF.

Enterprise

- Need to keep it strategic
- Chance to re-energise
- Little room for enterprise as focus is overwhelmingly on worklessness

- Not sure how this theme fits with place-making (probably at a strategic level with the Local Development Framework)
- Over-reliance on central information resource rather than board members taking direct responsibility for performance areas.



haringey strategic partnership

Meeting: Haringey Strategic Partnership Board

Date: 26 June 2008

Report Title: Thematic Board Updates

Report of: Mary Connolly, HSP Manager

Summary

This report provides a summary of the work streams, activities and recent decisions undertaken by each of the Thematic Partnership Boards.

Recommendations

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

For more information contact:

Name: Xanthe Barker

Title: Principal Committee Coordinator

Tel: 020 8489 2957

Email address: xanthe.barker@haringey.gov.uk

Better Places Partnership Board

The Better Places Partnership Board met on 19 June. The Board agreed its' terms of reference and membership, including agreement on the Chair and Vice-Chair, and acceptance of two new community representatives elected through the Community Link Forum

The Board received a presentation from a representative of HAVCO on the roles of HAVCO and the Community Link Forum and the relationship between them. The Board discussed how the voluntary and community sector are represented on the HSP and the various partnership theme boards.

A report was received on the Better Haringey Awards and Better Haringey Green Fair which took place on the 5, 6 and 7 June. The Green Fair aimed to inform, educate and entertain visitors on what the Council is doing to protect the environment and to provide simple advice and tips on how to live a

greener lifestyle, emphasising that everyone can make a difference. The Green Fair included a schools day, engaging 400 school children, and a public day which attracted approximately 2500 visitors. The Better Haringey Awards provided an opportunity to celebrate the achievements of local people, community groups, schools, businesses and Council teams over the last year in creating a cleaner, greener, safer Haringey. Overall perception of all three components of the Green Fair was extremely positive.

The Theme Board received a presentation that updated members on the LAA and Greenest Borough Strategy, and launched a discussion around how the Board can ensure that it's membership and meeting structure enables it to meet the delivery challenges ahead. The Board agreed that future meetings would focus on key delivery priorities, and that representatives from key partner organisations outside of the membership would be invited to these meetings according to the focus of the meeting.

The Greenest Borough Strategy is moving through the final stages of the Council's decision-making processes, and will be going to full Council in July.

Children and Young People's Strategic Partnership Board

The Board has met once since the LAA workshops held in March.

The Board received an update on the implementation and progress of the Single Referral Route (SRR). The SRR had been developed to form one generic route that could be used by several organisations, and replaced the large number of referral routes that previously existed, which caused confusion and hampered information sharing.

The Board also considered a report on the development of Changing Lives 2006-09 and the Annual Performance Assessment (APA). It was noted that there is a requirement to produce an APA self assessment, which can also be an evaluation of Changing Lives. The self assessment process for the APA has to be completed by 26 June. This led the Board into consideration of the future development of Changing Lives, which is now in its last year. It was agreed that long term planning for a new children and young people's plan should begin with the CYPSP annual conference, which is to be held in September, and continue through the autumn. A related report was presented to the Board on new draft guidance issued by the Government on Children's Trusts.

The Local Safeguarding Children Board (LSCB) annual report and work programme for the coming twelve months was presented to the Board. This enabled CYPSP members to have an update on the legal status and operation of the LSCB. Consideration of the APA, Changing Lives and the LSCB also prompted a discussion around membership of the Boards and attendance at meetings. It was agreed that these concerns should be fed back to the LSCB and considered by the CYPSP at its next meeting when the annual review of terms of reference will be presented.

There was a report on the recent visit of the Teenage Pregnancy National Support Team (TPNST). The TPNST had visited earlier in the year and

interviewed a number of partners and had put forward recommendations and suggestions for further work on reducing teenage conceptions. The importance of partnership working to achieve the targets was emphasised. Discussion at the CYPSP noted the lack of reference to the impact of drugs and alcohol and that there had been less success at engaging young men and that more attention needed to be given to these areas.

The performance report gave an update on progress with Haringey's LAA and how the proposed performance management arrangements and the new national indicator set would impact on the key indicator set the CYPSP had received over the last year. The latest information on the key indicator set was also included in the report.

The next meeting is being held on 1 July and a verbal update will be given on this meeting.

Integrated Housing Board

The Integrated Housing Board is due to meet on 26 June. The meeting will address routine items of business, electing chair, appointing vice-chair, and agreeing its membership and terms of reference.

The main body of the meeting will focus on discussion of Haringey's Homelessness Strategy 2008-11. A comprehensive presentation will set out the key issues, including the nine strategic priorities identified in the draft strategy. This will provide the basis for discussion by the Board through which members will be invited to indicate the key issues and priorities that they would like to see addressed in the new Strategy. A multi-agency commitment is considered critical to the successful and timely implementation of the Homelessness Strategy, which will have a central role to play in addressing some of the most pressing issues facing the Borough.

Enterprise Partnership Board

The Enterprise Board last met on 11 June 2008 and received a report on Haringey's new Local Agreement and was informed that the final outcome of negotiations with the Government Office for London (GoL). The Board agreed to the replacement of the two LAA local indicators on increasing the take up of tax credits with one based on Haringey Guarantee participants getting a Better Off Calculation.

The draft Regeneration Strategy delivery plan was presented to the Board and it was agreed that members should direct any comments on the plan to the Economic Regeneration team in the Council.

The Board received a report on the business and enterprise priorities for 2008/09. These priorities included:

- Creating a Single Business Account
- Stimulating business growth through increasing the number of VAT registered enterprises.
- Business engagement in town centres

- Focus on young people through business education and mentoring.

The Board was given feedback on the Business Awards, which were held on 28 May. The consensus amongst Board members was that the awards ceremony was a great success.

The Board received a Worklessness update report, which included the final evaluation report of the Haringey Guarantee. The Board was informed that the evaluation report contained errors in the data reported, which affected the conclusions of the evaluators. The evaluation report will be redrafted to take into account these errors and redistributed to Board members.

The Families into Work delivery plan was agreed by the steering group in April 2008 and a manager has since been recruited. The recruitment process has now begun for the remaining team members.

Contracts for the delivery of the North London Pledge, through the Haringey Guarantee, have been issued. An additional contract for skills outputs and in-work support is still to be agreed.

The Board was informed of the Government's consultation on the review of sub-national economic development and regeneration. The main issue brought to the Board's attention was the issue of the duty to perform local economic assessments. The Council's likely view is that this should be done in conjunction with the Greater London Authority.

The quarterly performance indicators report was received and the Board was informed that the Job Seekers Allowance claim rates for the age population and 16-19 year olds were the lowest observed since 1992. The proportion of NEETs in the borough is also falling and is below the 2010 stretch target level of 10.4 per cent.

Well-Being Strategic Partnership Board

The Board received an update on the Primary Health Care Strategy: Developing World Class Primary Care in Haringey and was advised that a Household Survey around Primary Care was to take place over the summer. The PCT has an open mind about where to put the new facilities and would define what is meant by "hub and spoke model". Consultation is ongoing with a patient experience survey, and transport modelling and analysis due to be completed in November 2008. The Strategy is due to be finalised by summer 2009.

External auditors Grant Thornton presented a brief summary of findings on Haringey's Health Inequalities Audit. Initial feedback was positive, with Grant Thornton reporting that "Overall we have found that, compared to other reviews we have carried out in the South East of England, Haringey is advanced in its health inequalities agenda and it is important that this momentum is continued and further enhanced." The audit has links with the work on Haringey's Life Expectancy Plan and the preparation of a Tobacco Strategy.

The a review of the Haringey Life Expectancy Action was taking place to reflect significant changes that have occurred in Haringey since the publication of the previous plan including the finalisation of the *Primary Care Strategy* and work towards an Obesity Strategy and Tobacco Strategy.

A scorecard has been developed against the strategic objectives of the Board. In summary, the balanced scorecard presented in June showed that 95.4% of the measures are on or close to target. Fifty-five of the sixty-six indicators traffic lighted achieved green status with an additional eight achieving amber status. Only three of the sixty-six measures fell short of the target. Action plans are in place to improve performance on these targets.

Safer Communities Executive Board

The Board met on 23 June and formally adopted three Community Link members, one HAVCO representative and the member who will represent the board at the HSP. The Chair and Vice Chair positions were re-confirmed.

It was agreed that future agendas would be divided into core business and decisions/actions required on the one hand and time for more detailed discussion around a specific topic on the other hand. Data supplied by the community representatives will be consulted when deciding on these topics.

The Board was updated about progress to regular business. This included the evaluation framework, partnership activity for the year and progress with the HSP communications strategy.

Areas of work that are underway include raising awareness around cannabis and a helpline for advice about the effects of drugs and alcohol; a revised Alcohol Strategy and the Anti-social behaviour (ASB) strategy. A multi-agency stakeholder day is being held to address the key findings around alcohol on 4 July and there is consultation occurring now on the gaps and recommendations around ASB.

A new and important area of work was agreed that will focus on reducing re-offending, starting with the commissioning of work to identify gaps and opportunities. This will involve and impact on a range of Council services and partner agencies and the DAAT will report back to the board in October. Another new area is the multi-agency response to preventing and dealing with counter terrorism. This was debated and there is some further work to be done as a result.

This page is intentionally left blank