

NOTICE OF MEETING

HARINGEY STRATEGIC PARTNERSHIP BOARD

THURSDAY, 26TH FEBRUARY, 2009 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

AGENDA

MEMBERSHIP: See membership list set out below.

1. APOLOGIES AND SUBSTITUTIONS

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

Members of the Board must declare any personal and or prejudicial interests with respect to agenda items and must not take part in any decision required in relation to that item.

3. MINUTES (PAGES 1 - 12)

To confirm the minutes of the meeting held on 4 November 2008 as a correct record.

4. 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 will be dealt with under Item 17 below).

DISCUSSION TOPIC:

5. PARTNERSHIP RESPONSE TO THE RECESSION

A presentation will be given and Board members will discuss and agree a joint approach.

BUSINESS ITEMS:

6. THE COUNCIL'S BUDGET 2009/10

A presentation will be given.

7. **ACTION PLAN IN RESPONSE TO THE JOINT AREA REVIEW OF SAFEGUARDING IN HARINGEY (PAGES 13 - 88)**
8. **COMPREHENSIVE AREA ASSESSMENT (CAA): AUDIT COMMISSION LEAD, JACKIE BARRY-PURSELL**

A presentation will be given.

9. **PREPARING FOR HARINGEY'S COMPREHENSIVE AREA ASSESSMENT (CAA) - THE AREA ASSESSMENT (PAGES 89 - 116)**
10. **HARINGEY'S FIRST COMMUNITY ENGAGEMENT FRAMEWORK (PAGES 117 - 146)**
11. **LOCAL AREA AGREEMENT 2ND AND 3RD QUARTER PERFORMANCE REPORT (PAGES 147 - 178)**
12. **LOCAL AREA AGREEMENT REFRESH (PAGES 179 - 204)**
13. **AREA BASED GRANT: ALLOCATIONS TO THEME BOARDS 2009/10 - 2010/11 (PAGES 205 - 208)**

INFORMATION ITEMS:

14. **HARINGEY HOUSING STRATEGY 2009-19 -UPDATE (PAGES 209 - 212)**
15. **HARINGEY SUSTAINABLE COMMUNITY STRATEGY: PROGRESS REPORT JUNE 2007 - DECEMBER 2008 (PAGES 213 - 220)**
16. **BRIEFING ON THE PROPOSED MERGER OF THE COLLEGE OF NORTH EAST LONDON (CONEL) AND ENFIELD COLLEGE (PAGES 221 - 230)**
17. **THEMATIC BOARD UPDATES (PAGES 231 - 236)**
18. **NEW ITEMS OF URGENT BUSINESS**
19. **ANY OTHER BUSINESS**
20. **DATES OF NEXT MEETINGS**

The next scheduled meeting of the HSP is due to take place on 27 April 2009.

Dr Ita O'Donovan
Chief Executive
London Borough of Haringey
River Park House
225 High Road Wood Green
LONDON N22 4QH
18 February 2009

Xanthe Barker
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	Organisation (s)	No. of reps	Name of Representative
Statutory and Core Agencies	Haringey Council	5	Cllr. Claire Kober , Leader of the Council (Chair) Dr Ita O'Donovan , Chief Executive Cllr. Nilgun Canver , Cabinet Member (Enforcement and Safer Communities) Cllr. Lorna Reith , Deputy Leader and Cabinet Member (Children and Young People) Cllr. Kaushika Amin , Cabinet Member (Enterprise and Regeneration)
	NHS Haringey	2	Richard Sumray , Chairman Tracey Baldwin , Chief Executive
	Haringey Council/NHS Haringey	1	Eugenia Cronin , Director of Public Health
	Barnet, Enfield & Haringey Mental Health Trust	1	Maria Kane , Chief Executive
	London Fire Brigade	1	John Brown , Borough Commander Haringey
	Metropolitan Police	1	Dave Grant , Chief Superintendent
	Job Centre Plus	1	Walter Steel , External Relations Manager
	Middlesex University	1	Lucille Allain , Director of Social Programmes
	Learning and Skills Council	1	Yolande Burgess , Partnerships Director
	College of North East London	1	Paul Head , Principal of CONEL (Vice-Chair)
Community & Voluntary Sector	Registered Social Landlords	1	TBC
	Homes for Haringey	1	Michael Jones , Chair of Homes for Haringey
	Community Link Forum	6	John Egbo Derma Ioannou Reverend Nims Obunge Martha Osamor Faiza Rizvi Michelle Stokes
	HAVCO	1	Robert Edmonds , Chair of HAVCO
Other Interests/sectors	Haringey Youth Council	2	Youth Councillor Adam Jogee , Chair TBC
	The Bridge New Deals for Communities (NDC)	1	Rachel Hughes , Vice-Chair of the NDC
Themes	Thematic Board Representatives	5	Cllr Brian Haley , BPP representative Peter Lewis , CYPSPB representative Cllr John Bevan , IHB representative Cllr Kaushika Amin , EPB representative Rev Nims Obunge , SCEB representative Mun Thong Phung , WBSPPB representative
MP's and GLA	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		35	3

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HSP101.	<p>URGENT BUSINESS</p> <p>No items of Urgent Business were received.</p>	
HSP102.	<p>PRESENTATION ON COMPREHENSIVE AREA ASSESSMENT</p> <p>The Board received a presentation on the new Comprehensive Area Assessment (CAA).</p> <p>An overview was given of the scope of the CAA and it was noted that it was comprised of two key strands:</p> <p><u>Area Assessment</u></p> <p>This strand would consider how effectively local public services delivered local priorities, economic prospects, community safety and potential for future improvement.</p> <p><u>Organisational Assessment</u></p> <p>This strand would consider the use of resources and performance management and how the Council delivered value for money through their combined use of resources and performance management.</p> <p>It was noted that Partners would be inspected by their own inspection regimes and that these would liaise with the Audit Commission.</p> <p>In assessing this four key themes would be considered:</p> <ul style="list-style-type: none"> • Management of finances • Governing business • Managing resources • Managing performance <p>In terms of the Area Assessment the following key areas would be focussed upon:</p> <ul style="list-style-type: none"> • How well do local priorities express community needs and aspirations? • How well are the outcomes and improvements needed being delivered? • What are the prospects for future improvements? <p>It was noted that the Local Authority would be required to produce and publish an Annual Summary, which would include an overview of key priorities, overall successes, challenges and future prospects. It was envisaged that these would form a tool for members of the public wanting to obtain an overview of the Borough.</p> <p>In addition to this a system of red and green flags would be used to indicate areas where arrangements were considered inadequate to deliver improvement or where exceptional or innovative practice was</p>	

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	<p>demonstrated.</p> <p>The Board was advised that that the CAA would take a more holistic approach to assessing performance and would gather evidence over the course of a year rather than focussing on a limited period.</p> <p>It was noted that the following timescale for the introduction of the CAA had been set out:</p> <ul style="list-style-type: none"> • January 2009: Publication of CAA Framework • February 2009: Publication of Final Council CPA Results • November 2009: Publication of First CAA Reports <p>In response to a query, the Board was advised that the CAA had no specific sanctions within it that could be issued against the Local Authority or Partners if they failed to meet these. However, there were sanctions under existing legislation that could be applied where performance was unacceptable.</p> <p>The Board was advised that the Audit Commission would have access to existing validated data and that this would inform the inspection.</p> <p>In response to query as to how the role of the Voluntary and Community Sector would be measured, the Board was advised that the Council's relationship with HAVCO and the involvement of the CLF representatives on HSP and Thematic Boards would be considered.</p> <p>The Chaired noted that each partner organisation would now need to consider how they would address the four key themes set out above.</p> <p>RESOLVED:</p> <p>That the presentation be noted.</p>	All to Note
HSP103.	<p>LOCAL AREA AGREEMENT 1ST QUARTER PERFORMANCE MANAGEMENT REPORT</p> <p>The Board received a report that provided an overview of performance against National Indicators (NI's) included within the Local Area Agreement (LAA) during the 1st Quarter of 2008/09.</p> <p>It was noted that there were a number of Indicators where data was not available at present. However, the report provided information based on the latest available data, in order to give an indication of current performance.</p> <p>The Board was advised that four risk areas had been identified:</p> <ul style="list-style-type: none"> • Prevalence of Chlamydia in under twenty year olds • Improved street and environmental cleanliness, levels of graffiti and fly posting • The percentage of non-decent Council houses 	

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	<ul style="list-style-type: none"> • Domestic violence –repeat victimisation <p>It was acknowledged that the lack of data available in relation to some Indicators was disappointing. However, it was envisaged that this would be resolved in many instances during the 2nd Quarter; where data was collected annually proxy indicators were being set.</p> <p>The Board was advised that the survey referred to under NI 1, which was due to have taken place in September, had not yet been completed as field work was still been undertaken. The results would be available in early 2009.</p> <p>The Board discussed hospital admission rates and it was noted that, despite having the highest alcohol mortality rate in London, alcohol related hospital admissions were relatively low in the Borough. The Director of Public Health noted that this issue was recognised by the PCT and that the new Alcohol Strategy included actions to develop understanding in this area.</p> <p>There was agreement that future reports should provide an overview of the measures being taken by each Thematic Board to address Indicators showing as Red.</p> <p>The Chair underlined the need for Thematic Boards Chairs to be proactive in their management of performance issues.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> That the report and the measures proposed to address areas of under performance be noted. That future reports should include measures being taken by the relevant Thematic Boards where Indicators were showing as Red. 	<p>Corporate Head of Policy & Performance</p> <p>Thematic Chairs/ HSP Coordinators</p> <p>Corporate Head of Policy & Performance</p>
<p>HSP104.</p>	<p>WORKSHOP SESSION: TOP TWO LOCAL AREA AGREEMENT UNDER PERFORMING TARGETS</p> <p>The Board received presentations on two under performing LAA targets, NI 113: Prevalence of Chlamydia in Under Twenty Year Olds and NI 195d: Improved Street and Environmental Cleanliness Levels of Graffiti and Fly Posting.</p> <p>Following the presentations the Board considered the following three questions and how these could be addressed:</p> <ul style="list-style-type: none"> • What are Partners doing to support this priority? • What further actions would you like to undertake? • What support would you need to undertake these? <p><u>NI 113: Prevalence of Chlamydia in Under Twenty Year Olds</u></p>	

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	<p>During discussion the following suggestions were made:</p> <ul style="list-style-type: none"> • It was noted that young men in the category were particularly difficult to target and there was agreement that the Partnership needed to identify new ways of reaching this group. • It was suggested that facilities used by young men such as gyms, barbers and leisure centres should be used to promote Chlamydia testing and general awareness of sexual health. • There was agreement that flyers and leaflets promoting Chlamydia testing should be distributed to the relevant partners and that partners should ensure that these were available at any relevant event or place. • It was noted that the PCT had created a dedicated website to promote and provide details of Chlamydia testing and it was agreed that details of this should be circulated to Partners. • That the Partnership should improve the 'marketing' of Chlamydia testing and raise awareness amongst the community generally. • It was suggested that representatives from each organisation should be trained to act as a contact point for cascading information on Chlamydia. A list of contacts should be compiled and circulated to partners. • That ways of better utilising social networking sites and use of texting should be considered. • There was agreement that schools had a key role to play in raising awareness of sexual health and Chlamydia amongst young people. Rather than addressing the issue of Chlamydia in isolation, work should be carried out with schools to mainstream this within the existing curriculum. • That there should be analysis of the number of young people who were tested for Chlamydia outside the Borough and where these tests were being conducted. • That Haringey People should be used to publicise Chlamydia testing and to raise awareness of sexual health issues. <p><u>NI 195d: Improved Street and Environmental Cleanliness Levels of graffiti and Fly Posting</u></p> <p>The Board discussed the number of prosecutions for fly posting in the Borough and was advised that there was not a correlation between the number of prosecutions and the reduction in the number of instances of fly posting.</p> <p>The Board was advised that in order to pursue a prosecution individuals</p>	<p>Council/ PCT</p> <p>All to Note</p> <p>PCT</p> <p>All to Note</p> <p>PCT/ All to Note</p> <p>PCT/ Council</p> <p>PTC/ Council</p> <p>PTC/ Council</p> <p>Council</p>
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	<p>had to be caught first hand. Without this type of evidence it was not possible for a prosecution to be taken forward.</p> <p>It was noted that information was already shared between Boroughs regarding regular offenders.</p> <p>During discussion the following suggestions were made:</p> <ul style="list-style-type: none"> • That the Police and the Council's Enforcement Team should liaise and share details of known 'hot spots' with a view to the Police providing a presence in these areas. • That legitimate sites should be better publicised to encourage use. <p>RESOLVED:</p> <p>That the suggestions made during discussion should be considered by Partners and the appropriate Council officers and taken forward where appropriate.</p>	<p>Police/ Council</p> <p>Council</p> <p>Council/ All to Note</p>
<p>HSP105.</p>	<p>THEME BOARD PERFORMANCE MANAGEMENT</p> <p>The Board received a report that reviewed Performance Management across the Partnership and included recommendations to assist in embedding this.</p> <p>As part of the introduction of the new HSP Performance Management system an external advisor had been employed to produce guidance on the roles and responsibilities of the Thematic Boards. A series of workshop sessions had been held and through these a process had been developed for the Thematic Boards to use.</p> <p>It was envisaged that the 2nd Quarter would see the embedding of the Performance Management Framework. This would be monitored by the HSP Performance Management Group (PMG).</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
<p>HSP106.</p>	<p>AREA BASED GRANT REVIEW</p> <p>The Board received a report that presented the findings of the Area Based Grant Review.</p> <p>It was noted that the Review had taken place during July and August at the request of the HSP PMG. Of the one hundred and forty-four projects assessed one hundred and sixteen had received Green status, twenty-two Amber and six had been rated as Red.</p> <p>In order to ensure that the process was fair and transparent it had been</p>	

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	<p>tested against a new Compact Proofing Toolkit.</p> <p>A quality assurance exercise had been carried out on a sample of projects by the Chief Executive of HAVCO and two senior Council officers. Both the Compact Proofing and quality assurance exercise demonstrated that the Review process and criteria were fair, transparent and applied consistently across the projects.</p> <p>It was noted that the Compact Toolkit had been given an award by the Commissioner for the Compact and that this was being presented at Downing Street on 5 November.</p> <p>It was suggested that it would be useful if the information contained within the report was also analysed by Sector in respect of the ABG allocation.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the recommendations, as set out in the report, be noted. ii. That consideration be given to analysing the information contained within the report by Sector. 	<p>HSP Manager</p> <p>HSP Manager</p> <p>HSP Manager</p>
<p>HSP107.</p>	<p>HSP GOVERNANCE: REVISED TERMS OF REFERENCE</p> <p>The Board received a report outlining proposed amendments to the HSP's Terms of Reference.</p> <p>The amendments were proposed in order to reflect expectations placed on Local Strategic Partnerships (LSP's) following the publication of new Statutory Guidance and the Comprehensive Area Assessment (CAA).</p> <p>The adoption of the new HSP Code of Corporate Governance also required the Terms of Reference to be reviewed in order to make reference to the Community Link Forum and its role as the mechanism for providing representation from the Community and Voluntary Sector.</p> <p>In order reflect that the Fire Service was included within the list of public bodies assessed under the CAA, a position on both the HSP and PMG had now been allocated to the organisation.</p> <p>In addition to this the Mental Health Trust had renewed its membership of the HSP and it was further noted that the PMG had agreed that 'Breakfast Meetings' should be held with representatives from the Private Sector to facilitate greater involvement with the Partnership.</p> <p>There was agreement that the designation of 'Councillors' within the membership list should be moved from the heading 'Voluntary and Community Sector' to 'Statutory and Core Agencies' under 'Haringey Council.'</p> <p>It was noted that there were sometimes circumstances in which a deputy</p>	<p>HSP Manager</p> <p>HSP Manager</p>

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	<p>may need to be sent on more than two consecutive occasions. There was agreement that the wording in relation to this should be revised to state that it was unacceptable to give apologies for more than two consecutive meetings without a substitute being fielded.</p> <p>The Chair noted that attendance by Board members was important and that deputies should only be sent in exceptional circumstances.</p> <p>RESOLVED:</p> <p>That revised Terms of Reference, as presented within the report, be adopted, subject to the amendment set out above in relation to the use of substitutes at meetings.</p>	<p>All to Note</p> <p>HSP Manager</p>
<p>HSP108.</p>	<p>HARINGEY'S ALCOHOL HARM REDUCTION STRATEGY 2008-11</p> <p>The Board considered a report that presented the Council's Alcohol Harm Reduction Strategy 2008-11.</p> <p>It was noted that this built upon the previous Alcohol Harm Reduction Strategy that had ended in March 2008 and took into account new statutory duties and guidance.</p> <p>A strategic framework was proposed that set out how the relevant Thematic Boards would manage delivery of the activities within their responsibility. An Alcohol Strategy Group would also be formed, which would report to the Safer Communities Executive Board, Well-Being Strategic Partnership Board and Children and Young People's Strategic Partnership Board, to ensure that each of the strands were properly coordinated and delivered effectively.</p> <p>The Board was advised that the Local Authority had a statutory duty to produce a Strategy and that Government guidance stated that this should address all alcohol related harm. The Strategy also reflected local priorities reflected in the Community Strategy and Local Area Agreement and the importance of providing an effective and coordinated response from a wide variety of organisations was noted.</p> <p>In response to a query as to whether additional posts referred to in the report had now been approved, the Board was advised that at present this issue was not resolved. There was agreement that documents being considered by the Board should be updated, as far as possible, before being submitted for consideration.</p> <p>It was noted that further guidance was likely to be received from the Government during the life of the Strategy and therefore it was suggested that the foreword should make clear that it was a 'living document' that would be updated on a rolling basis to reflect these changes.</p> <p>RESOLVED:</p>	<p>HSP Manager/ All to Note</p> <p>Drug & Alcohol Strategy Manger</p>

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	<ul style="list-style-type: none"> i. That the strategic priorities contained within the Strategy be endorsed. ii. That the proposed strategic monitoring and evaluation framework be endorsed. iii. That the proposed approach and delivery programmes be supported by the Board. 	
<p>HSP109.</p>	<p>CHILD POVERTY STRATEGY AND ACTION PLAN</p> <p>The Board received a report that provided details of the Council's new Child Poverty Strategy and Action Plan.</p> <p>It was noted that the need to address the levels of Children Poverty was recognised under National Indicator (NI) 116 of the LAA. The key aim of the Strategy was to ensure that the Council and its Partners worked together in a joined up way to reduce Child Poverty in the Borough and the Strategy and Action Plan set out proposals for tackling this issue.</p> <p>The Strategy and Action Plan had been consulted upon with the HSP Thematic Boards and the Youth Council and the consultation period was due to close on 5 November 2008.</p> <p>The Board was advised that a Working Group, consisting of Members and officers of the Council, had been established in order to ensure that the Strategy was properly considered by all Council departments. It was suggested that Partners should take similar steps to ensure that their organisations were assisting in achieving the Strategy's objectives.</p> <p>The Board was advised that recent changes in the current economic climate had been recognised and measures to address this were being considered at present.</p> <p>It was suggested that the Strategy should place a greater emphasis on the contribution that better health standards could make to quality of life.</p> <p>RESOLVED:</p> <p>That the Child Poverty Strategy and Action Plan be noted.</p>	<p>All to Note</p> <p>Dir Children's Services</p>
<p>HSP110.</p>	<p>CORE STRATEGY UPDATE</p> <p>The Board received a report that provided an update on progress against Haringey's Core Strategy and the future programme for taking the Core Strategy forward for adoption.</p> <p>The Council's Cabinet had approved the first stage of the Strategy in December 2007. A 'Preferred Options' document was now being provided, which would be consulted upon with statutory bodies, stakeholders and the public before proceeding to the final draft stage.</p>	

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	<p>The revised timetable for adoption of the Core Strategy was due to conclude in Summer 2010.</p> <p>RESOLVED:</p> <p>That the update on the outcome of the consultation on the Issues and Options paper and the next stages of the Core Strategy be noted.</p>	
<p>HSP111.</p>	<p>'NO ONE WRITTEN OFF: REFORMING WELFARE TO REWARD RESPONSIBILITY' -RESPONSE TO GREEN PAPER</p> <p>The Board received a report setting out the Council's response to a Green Paper published by the Department for Work and Pensions (DWP) 'No One Written Off: Reforming Welfare to Reward Responsibility'.</p> <p>RESOLVED:</p> <p>That the Council's response to the Green Paper be noted.</p>	
<p>HSP112.</p>	<p>LOCAL AREA AGREEMENT COMPARATIVE INDICATORS</p> <p>The Board received a briefing paper that provided an overview of the how the LAA National Indicators selected by Haringey compared with those chosen nationally and London wide.</p> <p>It also drew comparisons with its 'Nearest Neighbours' (as defined by the Chartered Institute of Public Finance Association (CIPFA)).</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
<p>HSP113.</p>	<p>THEMATIC BOARD UPDATES</p> <p>The Board received a report that provided a summary of the activities undertaken by each of the Thematic Boards since the last HSP meeting.</p> <p>In addition to the information contained within the report the following additional updates were provided:</p> <p><u>Better Places Partnership</u></p> <p>It had been agreed that the Better Places Partnership and Integrated Housing Board should hold two joint meetings per year in order to provide an opportunity for discussion of their shared priorities.</p> <p><u>Children and Young People's Strategic Partnership Board</u></p> <p>A successful event, attended by over one hundred people had been held</p>	

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	<p>at the World Café to launch the new Children's Plan.</p> <p><u>Enterprise Partnership Board</u></p> <p>A successful event had been held on 24 October at the Neighbourhood Resources Centre in Northumberland Park to launch the Families into Work project based there.</p> <p><u>Integrated Housing Board</u></p> <p>Nothing further to add.</p> <p><u>Safer Communities Executive Board</u></p> <p>The Board had agreed to hold its meetings in two parts, consisting of a general business section, followed by a discussion forum where a specific topic was considered.</p> <p><u>Well-Being Strategic Partnership Board</u></p> <p>A Health Inequalities event was being held on 25 November and members of the Board were welcome to attend.</p> <p>RESOLVED:</p> <p>That the report and verbal updates provided be noted.</p>	
<p>HSP114.</p>	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>No new items of Urgent Business were raised.</p>	
<p>HSP115.</p>	<p>ANY OTHER BUSINESS</p> <p><u>Public Appointments/Volunteering</u></p> <p>The Chair reminded the Board that earlier in the year it had been agreed that it should take an active role in increasing the number of people participating in public life.</p> <p>An event due to held on this issue, in July, had been postponed. He asked for Partners support in raising the profile of this issue and suggested that this issue should be highlighted by Partners at any future events being held.</p> <p><u>Haringey Compact -10th Anniversary Celebration</u></p> <p>The Board was advised that an event was being held on 10 November, at to mark the 10th Anniversary of the Haringey Compact. Details could be obtained from Stephanie Rowland:</p> <p>Stephanie.rowland@haringey.gov.uk</p>	<p>All to Note</p> <p>All to Note</p>

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HSP116.	DATES OF FUTURE MEETINGS The Board was asked to note the following dates of future meetings: <ul style="list-style-type: none">• 26 February 2009• 27 April 2009	All to Note

COUNCILLOR CLAIRE KOBER

Chair

The meeting closed at 8.45pm.



haringey strategic partnership

Meeting: Haringey Strategic Partnership

Date: 26 February 2009

Report Title: Action Plan in Response to the Joint Area Review of Safeguarding in Haringey

Report of: Peter Lewis, Director, the Children and Young People's Service

Purpose

To inform Haringey Strategic Partnership of the Action Plan in response to the Joint Area Review of Safeguarding in Haringey

Summary

In the Joint Area Review (JAR) Report from December 2008, OFSTED makes a number of recommendations for improvement of safeguarding services in Haringey. The Secretary of State for CSF subsequently (1 December 2008) asked "the Director of Children's Service appointed from January 2009 to send me an action plan responding to [the OFSTED] report by the end of February 2009".

The attached plan is that response – and more. As well as responding to the specific points identified by OFSTED, the plan sets out the framework for a journey that will take three years as we progress from 'Inadequate', to 'Satisfactory' and on to be at least 'Good' if not 'Excellent'. Everyone working for children across the Borough has come together for this work with commitment, enthusiasm and a determination to deliver excellent services for children.

The Project Group that met during late December through to February has reviewed the full range of work to be done by an excellent Children's Service. In doing so, areas for change and improvement have been mapped out together with a series of actions that will deliver those improvements with outcomes clearly described.

Seven Themes emerged from the work:

- Leadership and Partnership
- Working Practices
- Getting the Organisation Right
- Early Intervention / Universal Services
- Commissioning
- Delivering success through people

- Monitoring the performance and the quality of safeguarding practice

This report summarises the action planned under each of these themes. The full action plan is attached as Appendix 2. Please note that the version of the action plan submitted with this report is the same version as that submitted for the Cabinet meeting on 24 February. It does not include any amendments made following the Overview and Scrutiny meeting of 17 February or the HSP PMG Special JAR meeting of 18 February as the submission deadline for this report is prior to these meetings taking place.

Each of these themes sets out particular areas for improvement that will support the move to an excellent Children's Service.

Financial Implications

The financial plan to support this action plan is still under development at the time of writing. Discussions continue with the DCSF on any additional resources that will be made available to Haringey.

Recommendations

That the HSP consider this report and the attached Action Plan.

For more information contact:

Name: Ian Bailey

Title: Deputy Director, Business Support and Development, CYPS

Tel: 020 8489 2450

Email address: ian.bailey@haringey.gov.uk

Background

In the Joint Area Review (JAR) Report from December 2008, OFSTED makes a number of recommendations for improvement of safeguarding services in Haringey. The Secretary of State for CSF subsequently (1 December 2008) asked "the Director of Children's Service appointed from January 2009 to send me an action plan responding to [the OFSTED] report by the end of February 2009".

In anticipation of the Director's arrival, a multi-agency project board was formed in December, drawn from senior staff across the Children and Young People's Strategic Partnership's statutory agencies. The membership of this board is shown in Appendix 1. The plan set out in full in Appendix 2 is the outcome of intensive joint working. As planned, the process of producing the plan has itself contributed substantially to developing shared understanding and a renewed commitment to partnership working between the statutory agencies.

In the following paragraphs we summarise the main elements of the plan and what it will help us achieve.

Action Plan

Leadership and Partnership

Improvements to Leadership and Partnership will make safeguarding more explicitly a priority for Haringey Strategic Partnership (HSP). Although it always has been a priority, the changes proposed in this change programme will not only make that much clearer, it will provide mechanisms for the HSP to be actively involved in monitoring and managing the performance of those services who deliver safeguarding.

An early step in the change programme will be the creation of a Children's Trust. The existing Children's & Young People's Strategic Partnership Board (CYPSPB) will become a Children's Trust as required by the Children Act 2004. This change of status will helpfully reflect the renewed closer working between agencies and sectors in the Borough that has come about in the last 6 months as well as fulfilling our statutory obligations. Strong links will be forged between the work of the Children's Trust and the Community Strategy.

We will establish an Executive Performance Monitoring Group for the Children's Trust with a remit to ensure that targets are set and met by the Safeguarding services.

Work to improve partnership working and communication has already started. The Board that has come together to write and guide the change programme is evidence of a revitalised partnership across the agencies, with many examples of offers to work much more closely in multi-disciplinary teams being one manifestation of the commitment.

Changes to the Local Safeguarding Children's Board (LSCB) include appointing an independent Chair – already done. This confirms the capacity of the LSCB to act as a critical friend to Children's Services and undertake its own statutory role satisfactorily and independently.

Strengthened partnership working will ensure make sure that we write a strong Children's and Young People's Plan (CYPP) which is to be refreshed in 2009 to cover at least the next three years of our work together.

Working Practices

The changes that we will make to working practices – processes and systems - will see much improvement in people's access to services. Agreement across the services about the consistent use of common referral systems together with more straightforward pathways will speed up how we deal with those referrals. We will be able to make decisions about whether or not assessment is needed more effectively – and we will tell referrers what happened much more consistently and quickly than we have been able to do thus far.

All partners have committed to a review of their processes to ensure effective sharing of information about children, as well as joint-training on all the core processes for assessment. Importantly, the thresholds for intervention are being revised and will be published widely across all agencies to improve understanding, particularly for those who refer large numbers and sometimes cannot see why a decision has been made. Telling people quickly what happened to the referral will also include some feedback on why the decision was made.

The revision to processes will ensure that things are dealt with speedily throughout a child's contact with the services. It will also bolster the robustness of our procedures by making sure there is better cross-checking between agencies when referrals are made. Backed by high quality training and development, these changes will build the confidence and competence of our professional staff, delivering the skills and capacity to deliver excellent safeguarding services.

Getting the Organisation Right

Revising structures – getting the organisation right - alongside the changes to systems will also help make sure that we have the right people, in the right place and at the right time. It will also help make sure that those people have the right skills to do the job they're asked to. Less complicated pathways with fewer changes of social worker as children move through the system will bring greater consistency to the assessment process as well as improving the child's experience.

The improvements to working practices and new investment and support staff will free social workers to use their skills where they are most needed – working directly with families. This will go some way towards helping recruit permanent staff who will welcome this as an important support to their work.

Early Intervention / Universal Services

Improving access to universal services and early interventions will reduce the number of children who come to need more targeted services later on – making overall caseload more manageable and providing better outcomes for those children and their families. More consistent monitoring of how well children respond to these interventions will help us to refine our work and make it more effective, in turn delivering better outcomes.

Commissioning

To support the improvement in services we will improve our commissioning so that we get the best safeguarding, in the most effective manner while fulfilling our obligation to provide value for money. This will be helped by an increase in the shared working across the partners and bringing together previously separate budgets to be shared to greater effect. Forward planning the resource needs in the medium term will help all agencies to plan better and secure what is needed against a backdrop of volatile public finances.

Delivering success through people

As performance improves and the services deliver better outcomes, recruitment of workers should also improve since high quality and high performance act as a magnet to the best qualified and best performing staff. This will, over time, tend to become the virtuous circle of improvement where success breeds success. As these higher standards are agreed across all agencies and become embedded, it becomes easier for all agencies to monitor and encourage performance improvement across the agencies developing a culture of aspiration and improvement.

In the plan we set out the immediate steps we will take across the partnership to develop a Haringey Offer to retain good staff and to attract good new staff. We also set out our plans to ensure high quality supervision and management across the agencies, working to shared values and standards, to raise performance and quality in all interventions with children and young people.

Monitoring the performance and the quality of safeguarding practice

The whole plan is designed to produce better outcomes for children, the quality of which we must be able to recognise and measure so that our Performance is managed effectively – by ourselves and those to whom we report. The plan shows how will measure the quality of the work we do as well as the timeliness and quantity.

Immediate priorities

Whilst our ambitions go beyond simply responding to the JAR report recommendations, there are still urgent matters to be addressed in that report. OFSTED will make a Monitoring Visit to Haringey in June 2009. To demonstrate the capacity to improve and show at least satisfactory progress, by June 2009 the final published plan will set out in detail what we will have achieved by the time of that monitoring visit.

Beyond June, we shall make the other changes in a planned and progressive way, matching the pace of change to the development of the services and securing both success and stability.

Appendices

8.1 Appendix 1: JAR Action Plan Project Board members

8.2 Appendix 2: JAR Action Plan

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Appendix 1 – JAR Action Plan Project Board Members

Haringey Council

Peter Lewis – Director, Children & Young People’s Service (Chair)
Janette Karklins – Deputy Director, Standards and Inclusion
Ian Bailey – Deputy Director, Business Support and Development
Eleanor Brazil – Deputy Director, Children & Families
Jan Doust – Head of Children’s Networks
Rachel Oakley – Service Manager, Children and Families
Kathryn Rhodes – Head of Workforce Development, C&YPS
Tim Dauncey – Interim Director, Special Projects
Haydee Nunes de Souza - Acting Senior Lawyer, Social Care Team
Philippa Morris – Head of Organisational Development & Learning
Jean Croot – Head of Safer Communities
Linda James – YOS Strategic Manager
Tom Fletcher – Children’s Networks Development Officer
Deborah Crossan – Project Officer, Policy & Performance

Health Services

Penny Thompson – Interim Deputy Chief Executive, Haringey PCT
Prof. Judith Ellis - Director of Nursing, Education & Workforce Development, GOSH
Jane Elias – Director of Operations, GOSH Partnership Services
Jane Lithgow – Director of CAMHS, BEH Mental Health Trust
Claire Wright – Head of Children’s Commissioning, Haringey PCT

Police

Chief Superintendent Dave Grant – Haringey Borough Commander
Detective Superintendent Reg Hooke – CAIT, MPS
Detective Chief Inspector Richard Henson – CAIT, MPS
Ian Kibblewhite - Acting Chief Inspector for Partnership and Youth
Detective Superintendent Sebastien Florent, MPS

Schools

James Lane – Headteacher, Welbourne Primary School
Keith Horrell – Headteacher, Blanche Neville School
Tony Hartney – Headteacher, Gladesmore Community School
Peter Catling – Head of Centre, Woodlands Park Children’s Centre

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Action Plan in Response to the Joint Area Review of Safeguarding in Haringey

Theme 1 – Leadership and Partnership	
Aims	<ul style="list-style-type: none"> To provide stable, pro-active, capable, visible, supportive, inspirational, listening, confident leaders for the safeguarding of children in Haringey To create a strong partnership with a shared focus on safeguarding children & young people

Area for improvement 1: Creating a leadership team for safeguarding at partnership level and within agencies					
Action	Lead	Involved groups	Timescale	Targets and outcomes	
1.1.1 To strengthen governance by improving the effectiveness of Safeguarding in the Local Strategic Partnership and in the delivering of the Community Strategy outcomes.	Chief Executive (Haringey Council)	Partners to HSP	Feb - May 2009 July 09 March – Sep 09	<ul style="list-style-type: none"> Children's Trust Executive Performance Management Group established and Terms of Reference clear IDeA Training in place for the EPMG Operational support to the Strategic Partnership reviewed and effectiveness increased 	
1.1.2 Ensure partnership's leadership is at strategic level and in compliance	Assistant Chief Executive Policy	Partners to HSP	Feb – May 2009 (as	<ul style="list-style-type: none"> Appropriate non executive and executive members of the NHS 	

<p>with the <i>Working Together To Safeguard Children (2006)</i> guidance, recognising the different forms of governance within which partner agencies operate</p>	<p>Performance Partnerships & Communications (Haringey Council)</p>		<p>new Children's Trust established)</p>	<p>Haringey Board and senior officers from partner agencies identified as 'responsible' for Safeguarding in accordance with each agency's governance.</p> <ul style="list-style-type: none"> • Programme of decision-making and governance meetings agreed and published (including briefings to elected members, Partner Boards/Committees, etc.) • Corporate Parenting Group replaces Children & Young People's Consultative Committee (CYPCC) with change in terms of reference
<p>1.1.3 Develop a clearly defined vision and values in which partners state where we aspire to be.</p>	<p>Assistant Chief Executive Policy Performance Partnerships & Communications (Haringey Council)</p>	<p>Partners to HSP</p>	<p>Feb – Sept 2009</p>	<ul style="list-style-type: none"> • Strategy and priorities around children and young people and safeguarding in Community Strategy are reviewed and agreed • Local Area Agreement includes agreed indicators and targets on safeguarding. • Community Strategy review informs the development of Children & Young People's Plan (CYPP) 2009-20.

<p>1.1.4 Be clear that partners share responsibility for all Haringey's children and young people</p>	<p>Chief Executive (Haringey Council)</p>	<p>Partners to HSP / CYPSP</p>	<p>Feb -Sep 2009</p>	<ul style="list-style-type: none"> • Induction and information pack for members of HSP and theme boards is clear on partnerships role and responsibilities on safeguarding in place. • Effective induction and training for new HSP and theme board members on responsibilities for safeguarding.
<p>1.1.5 Identify further opportunities for leadership to act as a team across the partnership</p>	<p>Acting Chief Inspector for Partnership and Youth Director Children & Young People's Service HSP Chair of the Area Assessment Group</p>	<p>Partners to HSP</p>	<p>Feb - May 2009</p>	<ul style="list-style-type: none"> • Effective out-of-hours process in place for appropriate senior staff across the partnership to be informed of any critical incident (a child death or serious injury) at night or weekends. • Develop the work programme of the children's trust to ensure the trust takes a lead on issues that impact on children, young people and their families in Haringey • Inspection outcomes from all partners are reported to the Safeguarding Policy and Practice Panel.

<p>1.1.6 Ensure compliance with the Laming recommendations is reviewed annually</p>	<p>Chair, LSCB</p>	<p>All partners</p>	<p>Feb – March 09</p>	<ul style="list-style-type: none"> • First annual review completed
<p>1.1.7 Develop a cross-partnership management/leadership programme focused on safeguarding and inter-professional working</p>	<p>Assistant Chief Executive People & Organisational Development (Haringey Council)</p>	<p>Assistant Chief Executive Policy Performance Partnerships & Communications (Haringey Council) Head of Human Resources (Haringey Council)</p>	<p>Sept - Feb 2010</p>	<ul style="list-style-type: none"> • Shadowing programme for senior leadership teams within and outside of the partnership developed and in place • Management leadership programme developed
<p>1.1.8 Set out explicit guidance for the partnership on the leadership and challenge role of elected members</p>	<p>Director C&YPS</p>	<p>Haringey Council</p>	<p>Mar – Jun 2009</p>	<ul style="list-style-type: none"> • Guidance published
<p>1.1.9 Ensure that all relevant elected members have valid CRB checks</p>	<p>Head of Human Resources</p>	<p>Haringey Council</p>	<p>Feb – March 09 Feb – May 09</p>	<ul style="list-style-type: none"> • Risk assessments on need for CRB check of Members complete • CRB checks carried out for all members identified as needing one
<p>1.1.10 Elected members and officers to review and develop their strategy for effective ownership and leadership of the corporate parenting agenda for Children in Care, and ensure that</p>	<p>Director Children & Young People's Service</p>	<p>Haringey Council</p>	<p>Feb – May 09</p>	<ul style="list-style-type: none"> • Establish corporate parenting group • Engage CiC across the age spectrum in reviewing and planning service development.

corporate responsibility for CIC in considered in planning across the council.				
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Area for improvement 2: Ensuring the leadership teams set the right culture within their organisations, promoting behaviour that supports the partnership's values and strengthens the commitment to Partnership working				
Action	Lead	Involved groups	Timescale	Targets and outcomes
1.2.1 Promote a culture of openness which enables exchange of views and learning where the professional roles of people involved in safeguarding children and young people are recognised and acknowledged.	Director Children & Young People's Service	All partners	<p>June – Sept 09</p> <p>March – May 09</p> <p>May – July 09</p> <p>November 09</p>	<ul style="list-style-type: none"> • First annual staff surveys setup and completed across the partnership and plans published to address findings • Regular staff forums and practice discussion forums set up, such as the social work forum, with staff receiving feedback to issues raised in forums • Partners share consistent information on structures and changes in structures so that all staff are clear about how partner agencies work. • Annual conference on safeguarding for all staff

<p>1.2.2 Ensure leaders and senior managers within the partnership receive appropriate training</p>	<p>Chair of Children's Workforce Development Group</p> <p>Director, C&YPS</p> <p>Chair of LSCB training sub group</p> <p>Chair of LSCB training sub group</p> <p>Head of Schools Personnel</p>	<p>All</p> <p>Haringey Council</p> <p>Safeguarding Children's Board Training & Development sub-group</p> <p>Haringey Council</p>	<p>March – May 09</p> <p>March – June 09</p> <p>February – March 09</p> <p>Feb – Sep 09</p> <p>June – September 09</p> <p>March – November 09</p> <p>March – June 09</p>	<ul style="list-style-type: none"> • Gap analysis used to inform training and development needs • Manager and leadership skills and competencies across partners agreed • Safeguarding Policy and Practice Panel established for elected Council Members to ensure knowledgeable Members, able to ask appropriate questions to fulfil their role. • Elected members receive validated safeguarding training, appropriate to their different levels of responsibility • Ensure relevant training for NHS Haringey Board is provided • Increased take up of on-line safeguarding training for school governors. • Online safeguarding training available to all staff
<p>1.2.3 Invite Youth Council to be involved</p>	<p>Director</p>	<p>Youth Council,</p>	<p>Feb -</p>	<ul style="list-style-type: none"> • Director discussed and agreed with

in delivery of JAR action plan	Children & Young People's Service	C&YPS	March 2009	Youth Council (29 th January 2009)
1.2.4 Establish a Children in Care Council to represent the viewpoint of children in care	Director Children & Young People's Service	C&YPS	Apr – Jul 2009	<ul style="list-style-type: none"> Children in Care Council established

Area for improvement 3: Improve the workings of the LSCB				
Action	Lead	Involved groups	Timescale	Targets and outcomes
1.3.1 Commission a peer review of current LSCB to look at its operation, membership and structure	Chair LSCB	Partners to LSCB	Feb – May 09	<ul style="list-style-type: none"> Weakness and strengths of present arrangements identified and recommendations for change made
1.3.2 Review and agree model for LSCB	Chair LSCB	Partners to LSCB	Feb – Dec 2009	<ul style="list-style-type: none"> Agreed model for LSCB determined
1.3.3 Define role and accountability of individual members of LSCB	Chair LSCB	Partners to LSCB	Feb – May 2009	<ul style="list-style-type: none"> All members clear about their roles and responsibilities
1.3.4 Consider appropriate agency level of	Chair	Partners to	Feb - May	<ul style="list-style-type: none"> All members are of appropriate

representation on LSCB (where all members are of appropriate seniority within their respective agencies and are empowered to make decisions as necessary)	LSCB	LSCB	LSCB	2009	seniority within their respective agencies and are empowered to make decisions as necessary
1.3.5 LSCB Chair becomes member of Children's Trust, challenging CTB on safeguarding issues	Chair LSCB	Partners to CYPSP & LSCB	Partners to CYPSP & LSCB	Feb - May 2009	<ul style="list-style-type: none"> LSCB Chair member of Children's Trust Board
1.3.6 Implement best practice approach for investigating serious case reviews	Chair LSCB	Partners to LSCB	Partners to LSCB	Feb – May 2009	<ul style="list-style-type: none"> Review membership and terms of reference for SCR panels. Ensure sufficient resources to undertake SCRs. Establish clear path ways between SCR panels and other LSCB mechanisms eg. Child Death; QA & operational practice group. Develop clear communication strategy to inform staff of the fact and outcome of all reviews. Improve mechanism for implementing learning from SCR .
1.3.7 Review sub groups of LSCB, including development of practice review group	Chair LSCB	Partners to LSCB	Partners to LSCB	February - May 2009	<ul style="list-style-type: none"> All sub-groups have clear purpose, terms of reference and appropriate membership
1.3.8 Implement new working arrangements	Chair LSCB	Partners to LSCB	Partners to LSCB	May - December 2009	<ul style="list-style-type: none"> New working arrangements in place

Area for improvement 4: Creation of Children's Trust					
Action	Lead	Involved groups	Timescale	Targets and outcomes	
1.4.1 Review models for Children's Trusts and strategic partnerships	Interim Director Special Projects	Partners to CYPSP	Feb - April 09	<ul style="list-style-type: none"> Propose a model for a Children's Trust that reflects best practice and meets 2009 statutory guidance Report to Cabinet 	
1.4.2 Identify a Children's Trust's accountabilities in general and with particular reference to Haringey	Interim Director Special Projects	Partners to CYPSP	Feb - April 09	<ul style="list-style-type: none"> Accountabilities agreed in line with legislation, statutory guidance and Haringey priorities and clarified for all levels of the Trust (such as Board, Executive Group, Management Group) 	
1.4.3 HSP agrees new Children's Trust	HSP	Partners to HSP	Feb – June 09	<ul style="list-style-type: none"> Agree the membership of the Children's Trust and clarify the role and responsibility of members. Agree terms of reference for Children's Trust Agree governance and structure for the Children's Trust and how it fits within the HSP governance 	
1.4.4 Develop a Children's Health Board, accountable to the Children's Trust, to lead the development of Be Healthy and drive up performance.	Deputy Chief Executive, NHS Haringey	Partners to CYPSP	Apr – Aug 09	<ul style="list-style-type: none"> Board established 	

<p>The board will bring together health services in Haringey, including primary care, and representatives from the C&YPS.</p>	<p>1.4.5 Produce joint communications strategy and approach for the Children's Trust to promote the safeguarding of children and young people</p>	<p>Communication Officer C&YPS (Haringey Council)</p>	<p>All partners</p>	<p>Jun – Oct 09</p>	<ul style="list-style-type: none"> • Review current agencies' communications strategies • Communications Strategy agreed • Ensure all communications planning is multi-agency in approach and coherent in delivery • Review and develop work to build awareness, disseminate information and influence the opinion of: <ul style="list-style-type: none"> ○ Residents/Taxpayers ○ Services users ○ Partners ○ Staff • Review and agree audiences, messages and methods of communicating them. • Review current and ongoing arrangements for this area • Consistent communications and messages to all staff in partner agencies
<p>1.4.6 Review ways of involving young people and the Youth Council in the Children's Trust and its work.</p>		<p>Head of Children's Network North</p>	<p>Partners to CYPSP</p>	<p>May – Aug 09</p>	<ul style="list-style-type: none"> • Consultation carried out during summer via Summer University.

	& Lead for Participation		Aug - Dec 09	<ul style="list-style-type: none"> • Consideration of findings and action taken to ensure children and young people are fully engaged in the Children's Trust
<p>1.4.7 Agree and deliver a Children and Young People's Plan</p>	<p>Director Children & Young People's Service</p>	<p>Partners to CYPSP (via sub group developing CYPP)</p>	<p>Sep 08 – Jul 09 Jul – Aug 09</p>	<ul style="list-style-type: none"> • Consult on new CYPP • Publish new CYPP Sept 09, ensuring that this anticipates the new guidance for all plans due to be implemented 2011 onwards

Theme 2: Delivering best practice

Aims

1. All practice will demonstrate the principle of “**best interests of the child**” by meeting the test of “seeing things through the child's eyes” and listening to the child.
2. All practice will demonstrate the principle that safeguarding requires effective **partnership working** which respects and values differing professions and organisations and is reflected through **integrated arrangements** where this will provide the best response and most authoritative service.
3. All practice will comply with WT and LCPPS and agencies' standard operating **procedures and guidance** with a shared approach to **intervention thresholds**.
4. Our approach will be underpinned by a commitment to **inter-agency information sharing arrangements** and business processes which enable all partners to fulfil their role and deliver

	the outcome of best in class services for children and their families. 5. We will identify best practice and turn it into standard practice using evidence, research, and evaluation supported by relevant national organisations and the LSCB.
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Area for improvement 1: Child Protection Referral & Assessment Processes					
Action	Lead	Involved groups	Timescale	Targets and outcomes	
2.1.1 Develop new pathway for referrals into children's social care to deliver an efficient, effective, child-focused service.	C&YPS DDC&F	C&YPS	February – April 09 (Pathway agreed end March 09)	Pathway to ensure: <ul style="list-style-type: none"> • single data entry for all contacts/referrals • all referrers clear about what is expected of them • high quality information gathering at referral stage • decisions on actions to be taken made within 24 hours • referrers informed of outcome and reasons for decision in writing within 48 hours • Monitoring via case file audit and audits published to Safeguarding Policy and Practice Panel and Children's Trust members (see 9.1.1) 	
2.1.2 Integrate the referral pathways for children's social care and CAF.	C&YPS DDC&F	C&YPS, Health (GOSH)	Jan – April 09	<ul style="list-style-type: none"> • children and young people receive support from the most appropriate 	

			and CAMHS)	Pathway agreed end March 09 Implementation April – July 09	<ul style="list-style-type: none"> • service information gathered through the CAF process can inform further assessment work where needed • Monitoring via case file audit (see 9.1.1)
2.1.3 Wherever possible all agencies use the CAF to avoid duplication and support better information gathering at initial stages.	C&YPS DDC&F	C&YPS Police Health Schools		Feb - May 09 June – Sep 09	<ul style="list-style-type: none"> • Agreement reached on which agencies use the form in which circumstances • Implementation
2.1.4 Child Referrals will be allocated promptly with clear case decisions made based on need	C&YPS DDC&F	C&YPS		February 2009	<ul style="list-style-type: none"> • Allocations are discussed with social workers as a matter of course before electronically allocating the case • Managers will clearly record decisions on framework-i • Social workers will not be allocated more cases than is manageable as outlined by national guidelines • Escalation protocols are put in place for staff and managers when work loads become too high • Arrangement for monitoring and reporting on caseloads to senior managers in place

	C&YPS DDC&F	C&YPS	February- May 09	<ul style="list-style-type: none"> To be implemented immediately Monitoring by means of feedback from social work staff through team meetings, social work forum, and climate survey Practice Protocols developed on what information needs to be replicated or cross referenced on each siblings file Ensure that duty workers/managers are aware of where to access/record important information
<p>2.1.5 Develop practice protocols to ensure that where there is more than one child in a family group each child's needs will be taken into account and decisions/actions clearly recorded on each file</p>	C&YPS DDC&F	C&YPS	Feb – May 09 All cases to comply with these requirements by May 09.	<ul style="list-style-type: none"> the child and their family are seen as part of the assessment the child is spoken to alone where there are concerns for that child's safety social workers demonstrate “professional scepticism” (Laming) the assessment evidences multi agency information gathering the views of the carers and other professionals, including any disagreements, are clearly recorded risk analysis is evidenced
<p>2.1.6 Improve the overall quality of information and analysis within Initial and Core assessments Section 47 investigations and conference reports and ensure that these consistently meet agreed minimum standard</p>	C&YPS DDC&F	C&YPS		

					<ul style="list-style-type: none"> • there is a clear plan for that child/young person outlining what actions the “team around the child” will be taking • the family and relevant professionals are kept advised of progress and receive a copy of the assessment • Monitoring by case file audit.
2.1.7 Ensure that social care case transfer protocols are in place and implemented in practice to ensure a seamless service for the child /young person	C&YPS DDC&F	C&YPS	Feb – March 09 April 09	<ul style="list-style-type: none"> • Protocols established • Implemented • Monitoring via case file audit 	
2.1.8 Establish thresholds for Police attendance of police investigators at medical examinations in cases of physical abuse	OCU Comman der SCD5, MPS	MPS	Feb- April	<ul style="list-style-type: none"> • Thresholds established 	
2.1.9 Improve strategic and operational partnership between Adult, Culture and Community and Children and Young People Services	C&YPS DDC&F	C&YPS, Adult social care	Feb – May 09 June 09 – March 10	<ul style="list-style-type: none"> • Review protocols for joint work between adult’s (Parental Mental illness, Learning Disability, Substance Misuse, Domestic Violence) and children’s safeguarding services, including the routine cross-checking of referrals and follow-up of information obtained • Support implementation of the protocols with joint training. 	

<p>2.1.10 All agencies that hold case files on children and young people will ensure that each case file includes a minimum standard set of information</p>	<p>LSCB QA Sub Group Chair</p>	<p>All partners</p>	<p>Jan – May 09</p>	<p>All case files to meet this standard</p> <p>All case files to include:</p> <ul style="list-style-type: none"> • an agreed set of up-to-date key biographical details (family members, involved professionals, telephone numbers) • a record of all case management decisions taken • chronology and log of meetings • Differentiation between fact and professional opinion • An action plan of how the information recorded will be acted on • Analysis of the information gathered • Monitoring via case file audit
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Area for improvement 2: Effective and timely Information Sharing

Action	Lead	Involved groups	Timescale	Targets and outcomes
<p>2.2.1 Review and re-publish information sharing protocols and guidance</p>	<p>ASSISTANT CHIEF EXECUTIVE POLICY PERFORMANCE</p>	<p>All</p>	<p>Feb – May 09</p>	<ul style="list-style-type: none"> • Information Sharing protocols for the partnership reflect any national standards & arrangements set for all partner

	<p>PARTNERSHIPS & COMMUNICATIONS (HARINGEY COUNCIL)</p>		<p>Feb – May 09 Feb – May 09 May 09</p>	<p>agencies.</p> <ul style="list-style-type: none"> • All staff are clear about the protocols and how they operate • Clarity on operation of strategic information sharing principles and improve the operational use of information sharing protocols. • Sign-off HSP Board information-sharing protocol – to be agreed by all partners, including voluntary sector
<p>2.2.2 Implement programme of joint training and communication</p>	<p>Head of Children's Networks</p>	<p>All</p>	<p>Feb – Apr 09 May – March 10</p>	<ul style="list-style-type: none"> • Programme agreed and in place • Roll-out programme of joint training and communication to practitioners <p>All practitioners and managers will :</p> <ul style="list-style-type: none"> • understand the Information Sharing Protocol • know when to share information and do so in a timely manner • operate on an assumption in favour of sharing information in the best interests of the child and are empowered to do so • continually re-assess situations and re-evaluate the need to

	Head of Children's Networks	Health, MPS, Council	May 09 – Aug 09	<p>share information in light of new information arising</p> <ul style="list-style-type: none"> • make use of all relevant databases including ContactPoint <p>Monitor attendance at training</p> <ul style="list-style-type: none"> • Information sets, participating agencies and processes for sharing information agreed • Monitoring via audit of records of relevant agencies
<p>2.2.3 Implement procedure whereby all agencies routinely collect information on universal services accessed by each child/family they come in contact with and inform those universal services where there is a gap in provision</p>	Deputy Chief Executive NHS Haringey	Medical Director HTPCT, Clinical Executive Chair HTPCT, Director Primary Care & Performance HTPCT and Deputy CEO HTPCT, Designated	Dec 08 Jan- March 09	<ul style="list-style-type: none"> • Proposals agreed • Roll-out to practices
<p>2.2.4 Implement the proposals for GPs to take responsibility for the local medical monitoring of treatment of children subject to a CP plan and ensuring that information is shared with key colleagues within health and children's social care</p>				

		<p>Doctor and Director of Operations GOSH Partnership, Director of CAMHS BEH-MHT</p>		
<p>2.2.5 Ensure that GPs respond in a timely manner to requests from CYPS colleagues for consultation about a child with a child protection plan, to incl. emergency access in case of dire emergency</p>	<p>Chair of Clinical Exec Committee, NHS Haringey</p>	<p>Haringey Council</p>	<p>Feb – Sep 09</p>	
<p>2.2.6 Implement routine cross-checking of children subject to subject to a CP plan against the temporary accommodation and other housing databases</p>	<p>Head of Service for Safeguarding and Children in Need</p>	<p>Haringey Council</p>	<p>Jan 09 April 09</p>	<ul style="list-style-type: none"> • Procedure in place re temporary accommodation • Procedure in place for further housing databases
<p>2.2.7 Implement routine cross-checking procedure for housing to identify and flag any children living in "dangerous" housing</p>	<p>ADS&CH</p>	<p>Haringey Council</p>	<p>Feb – March 09</p>	<ul style="list-style-type: none"> • Procedure in place

Area for improvement 3: Thresholds/ Decision-Making/Assessment

Action	Lead	Involved groups	Timescale	Targets and outcomes
2.3.1 Develop and publish a clear set of thresholds that operate across specialist, targeted and universal services to provide guidance on levels of vulnerability and the service required to address these, in line with the guidance in <i>Working Together</i> section 3.18-3.21.	Chair, LSCB	All	Jan – May 09 Apr – Dec 09	<ul style="list-style-type: none"> • Social care thresholds in place • Threshold for vulnerability in place and operational across all agencies
2.3.2 Implement programme of multi-agency training to ensure practitioners across the partnership have a common understanding of thresholds and use a common language to talk about need and vulnerability	Chair, LSCB	All	June – Nov 09	<ul style="list-style-type: none"> • Briefing sessions and training June – Nov 09 then periodically • Numbers of staff to be trained identified by each agency • Effectiveness to be measured by staff survey/supervision • Implemented
2.3.3 Issue guidance and develop training on the risk of risk assessment, addressing sharing of relevant information, joint assessment of risk, clear and explicit recordings of the rationale for decisions	CYPS Deputy Director of Children & Families	All	June – Nov 09	<ul style="list-style-type: none"> • Implemented
2.3.4 Conduct multi-agency Child Protection exercises for key staff using MACIE methodology	OCU Commander SCD5, MPS	All	Feb- May 09 June – May 10	<ul style="list-style-type: none"> • Multi-agency Child Protection exercises and programmes agreed • Roll-out programme (multi-agency Child Protection exercises)

<p>2.3.5 Review decision-making processes within children's social care to ensure decisions (e.g. requests for placements) are made at the appropriate level</p>	<p>C&YPS DD C&F</p>	<p>C&YPS</p>	<p>Jan – May 09</p>	<ul style="list-style-type: none"> • Issue guidance sharing of relevant information, assessment of risk, clear and explicit recordings of the rationale for decisions • Monitored through supervision
<p>2.3.6 Ensure that MPS use relevant information from the violent and sexual offender register to inform decision making and risk assessment</p>	<p>OCU Commander TPHQ, MPS</p> <p>OCU Commander SCD5, MPS</p> <p>OCU Commander MIB SCD25, MPS</p> <p>OCU Commander TPHQ, MPS</p>	<p>MPS</p>	<p>Jan – May 09</p> <p>Jan – May 09</p> <p>Jan – May 09</p>	<ul style="list-style-type: none"> • Develop compliance model for BOCU through Public Protection Group Control Strategy. • Develop compliance model for SCD5 through SCD5 Control Strategy. (DSu Knight) • Ensure MIB staff are suitably trained and instructed on use of ViSOR • Employ two researchers for BOCU Public Protection Desk
<p>2.3.7 Ensure that CAIT receive required information in domestic violence cases</p>	<p>OCU Commander SCD5, MPS</p>	<p>MPS</p>	<p>June – Dec 09</p> <p>Feb 09 Feb – May 09</p>	<ul style="list-style-type: none"> • Update Domestic Violence SOPs • Review awareness and training of CAIT staff on MAPPA and ViSOR <p>Compliance with this requirement will be</p>

					via monitoring reports from the CRIS & Merlin IT systems. See also 2.4.8 on improvements to the CRIS and Merlin systems that will facilitate the flow of information.
2.3.8 Ensure that the rationale for all key decisions is made explicit and recorded, across all agencies	LSCB Chair	All	Jan 09		<ul style="list-style-type: none"> Implement immediately
2.3.9 Put in place escalation procedures across all partners to resolve disagreements where practitioners are unable to arrive at a consensus – in – in line with London CP procedures section 18.6	LSCB P&P sub-group	All	May – Sept 09		<ul style="list-style-type: none"> Monitor via case file audit Procedure agreed

Area for improvement 4: Using IT systems and databases to support safeguarding practice and information-sharing

Action	Lead	Involved groups	Timescale	Targets and outcomes
2.4.1 Re-engineer finance workflow in FWI to simplify the process of purchasing services and reduce social work time given to this task	Achieving Excellence Programme Manager	C&YPS Finance	Feb - June 09	<ul style="list-style-type: none"> Fwi finance module re-contracted to reduce s SW time spent on task and increase promote payments
2.4.2 Establish ICS/FWI support teams to stabilise current system use and support implementation of future configuration. Combined with practice focus initiatives to build the	Head of Service Transformation	C&YPS Achieving Excellence Programme Manager.	Feb - June 09 July 09	<ul style="list-style-type: none"> Establish and train teams of IT/FWI/ICS specialists to support social workers and managers in use of system.

<p>confidence of social workers in the use Framework-I</p>		<p>Head Of Systems Development & Performance Head of Information Strategy and Communications ICS Programme Manager</p>		<ul style="list-style-type: none"> Impact on practice analysed
<p>2.4.3.Review the current ICS processes on Framework-I and make changes that support best practice requirements in social work. This includes</p> <ol style="list-style-type: none"> continue to work with Corelogic to identify any areas for improvement Continue to work with other boroughs both with the ICS Sub Group and outside it to share ideas and identify best practice models. Review the use of the ICS forms within social work practice as a tool for effective information gathering and analysis 	<p>Head of Service Transformation</p>	<p>C&YPS Achieving Excellence Programme Manager. Head Of Systems Development & Performance Head of Information Strategy and Communications ICS Programme</p>	<p>Feb – Nov 09</p>	<ul style="list-style-type: none"> Review completed and changes implemented

<p>d) Implement identified workflow and other changes needed to reflect improve practice – including changes to CP Plans and conference documents.</p> <p>e) Align language used within Framework-I to that used within social work practice</p> <p>f) Make sure that documentation accepted by courts is supported on Framework-I (including Core Assessments and Chronologies)- as covered by ICS Phase 1C</p> <p>g) Reflect the transfer protocols between different teams on the system</p> <p>h) Look at ways of reducing repetition of information required within ICS at a local level and engage in the national debate</p> <p>i) Identify how social workers can be supported to spend more time doing “social work”</p> <p>j) Continue to attend and participate in forums, consultations and discussions on ICS, with the view to ensure that it is a more</p>		<p>Manager</p>		
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<p>practice led system both locally and on a national level</p> <p>Integrate findings of the Social Work Task Force</p> <p>Continue to participate in DCSF's benefits work and extend this work on a local level following the implementation of the changes outlined in the improvement plan</p> <p>k) Integrate findings of the Social Work Task Force</p> <p>l) Continue to participate in DCSF's benefits work and extend this work on a local level following the implementation of the changes outlined in the improvement plan</p>	<p>Head of Service Transformation</p>	<p>C&YPS</p>	<p>Mar 09 – Feb 10</p>	<ul style="list-style-type: none"> Improvements implemented
<p>2.4.4 Implement data quality improvements on Framework-I system (e.g. through cleansing) - to support staff in using the system more effectively</p> <p>a) Cleansing personal details screen</p> <p>b) Identifying and cleansing duplicate files</p> <p>c) Ensuring that information in relation to personal and professional relationships are recorded correctly</p> <p>d) Cleansing of out of date child purchase services</p> <p>e) Develop scanning and uploading protocols</p> <p>f) Cleansing plans and working with staff to ensure that plans</p>				

<p>are recorded correctly and used effectively</p>				
<p>2.4.5 Extend the use of FWi as a Case Management system (CMS) for all services that work with children and young people in the Children and Young People Service</p>	<p>Head of Information Strategy and Communications</p>	<p>C&YPS Achieving Excellence Programme Manager. Head Of Systems Development & Performance Head of Information Strategy and Communications</p>	<p>April 10 – Mar 12</p>	
<p>2.4.6 Ensure that all appropriate health services have access to 'live' information on children with CP plans, including the detail of what the plan is.</p>	<p>Head of Service Transformation</p>	<p>C&YPS, Health As above</p>	<p>Feb- Sep 09</p>	<ul style="list-style-type: none"> • 'Appropriate' staff identified and arrangements in place
<p>2.4.7 Extend the use of Framework-I to Children in Care Health team</p>	<p>Head of Service Transformation</p>	<p>C&YPS, Health As above</p>	<p>Nov 09 – Apr 10</p>	<ul style="list-style-type: none"> • To be in place by April 10
<p>2.4.8 Develop interface between</p>	<p>OCU</p>	<p>MPS</p>	<p>Feb – Sep</p>	<ul style="list-style-type: none"> • Requirements and approach

CRIS and Merlin to facilitate information sharing and risk assessments	Commander TPHQ, MPS		09 Oct 09 – Dec 10	agreed • Implementation
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Area for improvement 5 : Ensuring that child protection meetings facilitate good inter-agency communication and decision-making				
Action	Lead	Involved groups	Timescale	Targets and outcomes
2.5.1 Ensure attendance of appropriate staff at all child protection meetings	LSCB Chair	All	March 09 Feb 09 March 09 Sep 09	<ul style="list-style-type: none"> All partners to formally commit through the LSCB that they will ensure attendance of appropriate staff at all child protection meetings, or in exceptional circumstances send a written report to the chair of the meeting no less than 24 hrs before the meeting Ensure that all relevant professionals are invited to child protection meetings and that the invites go out in a timely fashion Ensure times and locations of child protection meetings enable staff from all agencies to attend, including holding meetings in hospitals and schools

					<ul style="list-style-type: none"> • Report to LSCB with records of attendance (6 months after)
<p>2.5.2 Improve the quality of child protection meetings</p>	<p>LSCB T&D Sub - group</p>	<p>All</p>	<p>Jan – April 09</p> <p>Jan – Aug 09</p> <p>Feb – Aug 09</p> <p>Feb – June 09</p>	<ul style="list-style-type: none"> • Communicate key messages from <i>Working Together</i> and the <i>London Child Protection Procedures</i> with regard to “strategy” discussions and meetings, S47 investigations, core groups and initial CP conferences, to ensure that all staff understand and fulfil their roles and responsibilities • Develop and implement training and development programme and performance management to ensure the competence of all conference chairs, in line with the London Child Protection Procedures • Develop and implement training programme for meeting participants to promote effective challenge across professional disciplines • Develop and implement structured approach to meeting observation and feedback 	<ul style="list-style-type: none"> • Report to LSCB with records of attendance (6 months after) • Communicate key messages from <i>Working Together</i> and the <i>London Child Protection Procedures</i> with regard to “strategy” discussions and meetings, S47 investigations, core groups and initial CP conferences, to ensure that all staff understand and fulfil their roles and responsibilities • Develop and implement training and development programme and performance management to ensure the competence of all conference chairs, in line with the London Child Protection Procedures • Develop and implement training programme for meeting participants to promote effective challenge across professional disciplines • Develop and implement structured approach to meeting observation and feedback
<p>2.5.3 Ensure the quality and timeliness of distribution of child protection minutes</p>	<p>Head of Service Quality</p>	<p>All</p>	<p>Jan – April 09</p>	<ul style="list-style-type: none"> • Ensure the record of decisions are distributed at the meeting and full minutes are distributed within three 	<ul style="list-style-type: none"> • Ensure the record of decisions are distributed at the meeting and full minutes are distributed within three

	Assurance and Child Protection			working days
2.5.4 Refine the legal planning meeting procedure to ensure advice is sought and provided in a timely fashion	Assistant Head of Legal – Social Care Team	Haringey Council	Sep 08 Feb 08	<ul style="list-style-type: none"> Report on CP meetings to LSCB with monitoring results Procedure refined Regular meetings established between C&YPS Core Team and Legal Services to ensure monitoring and overview of work undertaken

Area for improvement 6: Ensuring the implementation of clear and achievable child protection plans				
Action	Lead	Involved groups	Timescale	Targets and outcomes
2.6.1 Implement and monitor CP plans to new required standard <ul style="list-style-type: none"> Show explicit account of how the plan will lead to better outcomes for the child are realistic and achievable Set out the roles and responsibility of each agency involved to ensure adherence to the requirements of 	Head of Service Quality Assurance and Child Protection	All	Jan – April 09 May 09 June 09	<ul style="list-style-type: none"> Agree and publish required standard for all CP plans All plans to meet required standards Report case file audits to LSCB Sub Group To be monitored via case-file audit

<p>the plan</p> <ul style="list-style-type: none"> • Are reviewed when there is any significant change in circumstance and all agencies are involved in the review • are adhered to with fidelity, and where there are difficulties in implementing the plan, this is flagged up and the plan is reviewed • 	C&YPS DDC&F	All	Jan – April 09 May 09	<ul style="list-style-type: none"> • Core Group to meet this standard • Monitor and report on case files and sample of interviews with core team members
<p>2.6.2 Ensure that the membership of each 'core group' is clearly defined, with all practitioners understanding their role and responsibilities and as part of the 'team around the child'.</p>				

Area for improvement 7: Support for Children in Care				
Action	Lead	Involved groups	Timescale	Targets and outcomes
<p>2.7.1 Improve the quality and accuracy of health assessments for children in care</p>	Head of Children's Commissioning	C&YPS, NHS Haringey, GOSH	Feb 09 Feb – Aug 09	<ul style="list-style-type: none"> • establish multi-agency working group to support improvement • employ an additional CiC Nurse to enable the CiC Health Team to support Social Workers in ensuring that the information to support the initial health assessment is available to the

				<p>paediatrician</p> <ul style="list-style-type: none"> • Establish procedures to ensure: <ul style="list-style-type: none"> ○ initial health assessments are carried out by a paediatrician/ designated doctor for children in care. ○ All follow up assessments are reviewed by the designated doctor, with inadequate reports followed up by primary care performance • Develop programme of training for GPs, social workers and other professionals around the health needs of children in care • introduce bi-annual health reviews for children and young people in care with targeted health needs.
			Apr 09 – Apr 10	
			Apr – Aug 09	
			Sep 09 – March 10	

Area for improvement 8: Respite care and short breaks for carers of children and young people with learning difficulties and/or disabilities				
Action	Lead	Involved groups	Timescale	Targets and outcomes
2.8.1 Establish a steering group to provide strategic leadership for the	Head of Additional	C&YPS, NHS Haringey	Feb – March 09	<ul style="list-style-type: none"> • Group established

implementation of the Aiming High: better support for disabled children and their families.	Needs and Disabilities			
2.8.2 Consult parents /carers and young people on the short break transformation programme	Head of Additional Needs and Disabilities	C&YPS, NHS Haringey, Markfield Project	Feb – March 09	<ul style="list-style-type: none"> • Consultation complete
2.8.3 Establish a range of short breaks, based on the outcomes of the consultation and drawing on universal and voluntary services and specialist services.	Head of Additional Needs and Disabilities	C&YPS, NHS Haringey	April 09 – March 11	<ul style="list-style-type: none"> • Programme implemented
2.8.4 Establish system for the collection and use of robust data and information to determine current service use, needs and gaps and which will underpin planning and commissioning of short breaks.	Head of Additional Needs and Disabilities	C&YPS, NHS Haringey	Feb – May 09	<ul style="list-style-type: none"> • System in place
2.8.5 Develop workforce strategy to ensure both quality and sufficiency of the short break workforce (carers and staff) to meet the identified scale of service expansion and the requirements of the Full Service Offer.	Head of Additional Needs and Disabilities	C&YPS, NHS Haringey	April 09 – March 11	<ul style="list-style-type: none"> • Strategy developed

Theme 3: Getting the organisation right	
Aims	<p>To ensure that across the partnership:</p> <ul style="list-style-type: none"> • Shared standards for effective, reflective supervision promote authoritative practice and ensure under-performance is tackled • Structures facilitate the smooth transfer of information • The structure and skills mix maximises the effectiveness of staff • Structures support integrated working • There is sufficient capacity to manage workload

Area for improvement 1: Roles and responsibilities					
Action	Lead	Involved groups	Timescale	Targets and outcomes	
Structures					
3.1.1 Reorganise the CIN & Safeguarding service to minimise the need for case handovers and so that there is continuity for children and their families, referrers, and colleagues in the team around the child	C&YPS DD C&F	C&YPS LSCB	Feb- April 09 April - July Aug – March 2010 July 2010	<ul style="list-style-type: none"> • Proposal • Perform baseline of current process • Management quality assurance arrangements revised and consulted on • Implementation • Evaluation report 	
3.1.2 Change the management arrangements of Independent Reviewing Officers to ensure sufficient independence and improve advocacy for children in line	C&YPS DD C&F	Independent Reviewing Officers	April – May 09 July 10	<ul style="list-style-type: none"> • New management arrangements in place • Evaluation report 	

with statutory requirements					
3.1.3 Develop provision, roles and expectations of Designated and Named professionals for NHS Haringey and ensure their reporting arrangements are brought into line with best practice. Move the designated nurse role to the PCT	Interim Deputy Chief Executive (NHS Haringey)	Health	Feb – April 09 May – July 09	<ul style="list-style-type: none"> New job description and strategic roles developed and agreed by LSCB Implementation 	
3.1.4 Establish single point of entry (SPE) to specialist CAMHS to ensure timely and equitable access to the appropriate service	Director of CAMHS	BEH-MHT NHS Haringey	Feb – Apr 09	<ul style="list-style-type: none"> SPE established 	
3.1.5 Establish dedicated specialist mental health input for Referral and Assessment, Safeguarding and Children in Need teams, to provide consultation, liaison, and direct work with children and families	Director CAMHS	CAMHS R&A staff	Feb – Sep 09 Feb - Sep 09 July 2010	<ul style="list-style-type: none"> Dedicated input established Establish baselines for waiting times and access to services Evaluation report to monitor waiting times and access to services 	

Area for improvement 2: Ensuring the most efficient and effective mix of professional and support skills

Action	Lead	Involved groups	Timescale	Targets and outcomes
3.2.1 Employ screening officers to improve the process for receiving, filtering and directing referrals to R&A (supported by the duty social work	DD C&F	C&YPS Haringey Council HR	Feb – May 09	<ul style="list-style-type: none"> Screening Officers employed Improved workflow through the assessment process Increase in the number of

manager) and free up duty social worker time to undertake assessments					successful assessments completed on time <ul style="list-style-type: none"> Improved quality of initial and core assessments Monitoring through dip sampling and reporting to Monitoring Group
3.2.2 Employ additional administrative staff within CIN & Safeguarding to free up social worker time	DD C&F	C&YPS Haringey Council HR	Feb – April 09	<ul style="list-style-type: none"> Administrative staff employed Increased contact time with families Speedier assessment & improvement in quality of assessment Quicker identification of needs and services 	
3.2.3 Establish a flexible “contact service” which is responsive to the needs of children in care and their families meets the requirement of court	Head of Service Transformation	C&YPS	Feb – March 09 Apr 09 Apr – July 09	<ul style="list-style-type: none"> Specify and agree requirements Perform gap analysis of resourcing gap Identify, agree and acquire any additional resources 	

Area for improvement 3: Ensure sufficient capacity for manageable and safe workloads across all agencies

Action	Lead	Involved groups	Timescale	Targets and outcomes
3.3.1 CYPS workload and staffing	Head of	C&YPS	Feb – Mar	<ul style="list-style-type: none"> Benchmark workload assessment

assessment	Service Transformation		09 Feb – Mar 09 Apr – Sep 09	<ul style="list-style-type: none"> Identify resource gap Develop and agree resourcing plan
3.3.2 NHS Haringey workload and staffing assessment	Deputy Chief Executive (NHS Haringey)	NHS Haringey	Feb – Mar 09 Feb – Mar 09 Apr – Sep 09	<ul style="list-style-type: none"> Benchmark workload assessment Identify resource gap Develop and agree resourcing plan
3.3.3 MPS workload and staffing assessment	OCU Commander SCD5, MPS	MPS	Feb – Mar 09 Feb – Mar 09 Apr – Sep 09	<ul style="list-style-type: none"> Benchmark workload assessment Identify resource gap Develop and agree resourcing plan including: <ol style="list-style-type: none"> flexible staff model for SCD5 supervisory capacity in Haringey CAIT staffing levels and admin support for PCLOs
3.3.4 Recruit additional senior lawyers within the Legal Services Social care team to provide specialist legal advice and support to the client department	Assistant Head of Legal – Social Care Team	Haringey Council	Feb 2009	<ul style="list-style-type: none"> Staff recruited
3.3.5 Establish a forecasting demand mechanism for referrals, assessments and placements of children at risk	DD BSD	Joint Commissioning Board	Feb – Sep 09	<ul style="list-style-type: none"> Forecasting demand mechanism in place and supports medium term financial modelling

			Children's Trust Board		
	Head of Service Transformation	DD C&F	Voluntary and Community sector	March – Sep 09	<ul style="list-style-type: none"> Report to C&YPS Core Team
3.3.6 Investigate potential for Third Sector support for Child Protection Processes			C&YPS		

Area for improvement 4: Aligning services to facilitate integrated working

Action	Lead	Involved groups	Timescale	Targets and outcomes
3.4.1 Identify opportunities for further integrated working across the strategic partnership	Deputy Chief Executive (NHS Haringey)	C&YPS NHS Haringey MPS DDC&F Detective Chief Inspector CAIT, MPS Director of Operations, GOSH	Feb – Apr 09 Aug 09	<ul style="list-style-type: none"> Review group established Report <p>Evaluate the following proposals:</p> <ul style="list-style-type: none"> a single multi-disciplinary CP guidance advisory service across Health, the Police and Children's services (including schools and social care) to be established Joint investigation and assessment across children's social care and the CAIT, and broader model of joint visiting A consultancy model

		Partnership Services		<p>developed which could be accessed by individual professionals or the 'team around the child' to help progress 'stuck cases'</p> <ul style="list-style-type: none"> - Co-location of staff to encourage better inter-disciplinary working to be developed - Additional lead commissioning and pooled budgets arrangements
<p>3.4.2 Identify opportunities for further alignment of front line services on an area basis across the strategic partnership, taking account the Council plan for area based working</p>	<p>ASSISTANT CHIEF EXECUTIVE POLICY PERFORMANCE PARTNERSHIPS & COMMUNICATIONS (HARINGEY COUNCIL)</p>	<p>C&YPS YOS NHS Haringey MPS</p>	<p>Feb – Apr 09 Aug 09</p>	<ul style="list-style-type: none"> • Review group established • Report

Area for improvement 5: Out of Hours Services

Action	Lead	Involved groups	Timescale	Targets and outcomes
<p>3.5.1 Re-commission out-of-hours services based on an appraisal of</p>	<p>Head of Service</p>	<p>Haringey Council</p>	<p>Feb- May 09</p>	<ul style="list-style-type: none"> • Effectiveness of existing service assessed and where necessary

alternative options for delivery	Transformation	C&F BSD ACCS NHS Haringey	Apr – Aug 09 Sep 09 - Aug 10	<ul style="list-style-type: none"> interim arrangements secured Evaluate alternative options and report Service commissioned
3.5.2 Implement revised procedure for the provision of out of hours legal advice	Assistant Head of Legal – Social Care Team	Haringey Council	Feb – March 2009	<ul style="list-style-type: none"> Procedure developed and implemented

Area for improvement 6: Accommodation and infrastructure – improving the working environment for staff and clients				
Action	Lead	Involved groups	Timescale	Targets and outcomes
3.6.1 Involve staff in planning an improved working environment for the GIN and Safeguarding service	DD BS&D	C&YPS BSD Corporate Services Smart Working (OD&L)	Mid Feb 09 End March 09 March - Aug 09 Aug - Dec 09	<ul style="list-style-type: none"> Schools HR move to Civic Centre Additional office and desk space for referral and assessment Planning and procurement phase 2 Implementation of phase 2 Space to interview clients in private and accommodate children when necessary

				<ul style="list-style-type: none"> • Private space for supervision with access to framework-i • Office layout that enables teams to sit and work together, facilitating the exchange of information • Creating a pleasant environment which people want to be in • Become part of Smart working programme • Clear messaging to staff on what is planned and what will be delivered
<p>3.6.2 Use new technology including mobile technology to improve and support staff in delivering the service</p>	<p>Head of Service Transformation</p>	<p>C&YPS Smart Working (OD&L)</p>	<p>Feb 09 April - Sep09</p>	<ul style="list-style-type: none"> • Defer the mobile working grant • External study on use of technology to maximise effectiveness and efficiency
<p>3.6.3 Reconfigure referral and assessment telephony system</p>	<p>Head of Service Safeguarding & Children in Need</p>	<p>C&YPS Property Services</p>	<p>End Feb 09</p>	<ul style="list-style-type: none"> • System in place

Theme 4: Early Intervention/universal services					
Action	Lead	Involved groups	Timescale	Progress and outcomes	
4.1.1 Review the resources available across the partnership for early intervention and targeted support that can prevent children needing to access children's social care at a later stage	Head Children's Networks	Children's Social Care Children's Centres Schools Multi-Disciplinary Teams North MDT Co-ordinator and Integrated Working & Workforce Dev Manager Director of Operations GOSH Partnership Services	May – Oct 09	•	

<p>4.1.2 Develop local preventative strategy to set out the role of universal, targeted and specialist services in reducing the likelihood of negative outcomes</p>	<p>Chair CYPSP</p>	<p>Head of Safer Communities Unit Acting Chief Inspector for Partnership and Youth All partners</p>	<p>Aug – Nov 09</p>	<ul style="list-style-type: none"> • Clear local continuum of provision agreed, based on the model of the CAF windscreen.
<p>4.1.3 Ensure that the re-launched extended services strategy contribute to safeguarding and early intervention</p>	<p>Head of Children's Network West</p>	<p>Children's Centres Schools Partner agencies Voluntary sector</p>	<p>2nd April Dec 09</p>	<ul style="list-style-type: none"> • Launch extended services strategy • All schools to deliver core offer
<p>4.1.4 Hold twice yearly meeting about vulnerable children with every school, children's centre and children's home, in order to: a) Improve the support these settings provide to vulnerable children</p>	<p>Head of Children's Networks</p>	<p>Children's Centres Schools Multi-</p>	<p>Feb – Sep 09 Sep 09 Sep 09 - Apr 10</p>	<ul style="list-style-type: none"> • Develop standards and agreement • Launch • Agreement signed off with each Headteacher and governing body

		Disciplinary Teams		
<p>b) Identify trends and areas for development in service provision</p> <p>4.1.5 Work with schools, through the LSCB Safeguarding in Schools Forum to develop a clear set of expectations of universal services and a joint understanding of thresholds for referral to targeted and specialist services.</p>	Chair, LSCB	Schools Police TPCT	September 2009	<ul style="list-style-type: none"> Agreement signed off with each Headteacher Conference/Forum
<p>4.1.6 Invite all schools to participate in a 3-yearly evaluation of all aspects of their provision for the health, safety and well-being of children and provide a written report to the governing body of each school.</p>	Head of Children's Networks	Schools	May – Sep 09 Dec 09	<ul style="list-style-type: none"> Set up and agree evaluation cycle First evaluation cycle completed All schools to include their review as an appendix to the Self Evaluation Form
<p>4.1.7 Enhanced focus on children missing education</p>	Head of Education Welfare Service	Education welfare service All services that work with schools	June – July 09 September December 09	<ul style="list-style-type: none"> Hold a series of workshops within each Children's Network for school staff with responsibility for attendance and set out the expectations that the CAF used to assess and/or refer children/young people with poor attendance. Develop and deliver briefings, training and advice to all services within the CYPs and across the Children's Trust on supporting the attendance of children and young

			<p>Sep – April 2010</p>	<p>people at school and ensure that they are able to report concerns quickly.</p> <ul style="list-style-type: none"> • Extend the role of Education Welfare Officers. To include supporting the safeguarding responsibilities for children in universal settings, including the provision of advice, support and training to school staff.
<p>4.1.8 Complete partnership Family Support Strategy</p>	<p>Head Children's Networks</p> <p>Director of Operations (GOSH partnership services)</p> <p>Strategic Manager (YOS)</p>	<p>C&YPS YOS GOSH</p>	<p>Feb - Sep 09</p> <p>Aug – Nov 09</p> <p>July 09</p> <p>July 2010</p> <p>March – July 09</p> <p>Feb - April 09</p>	<ul style="list-style-type: none"> • Family Support Strategy agreed and published • Review the organisation of family support • All FSWs receiving case supervision that is matched to the level of needs expected within their caseloads • Evaluation of operation and effectiveness of family support • Agree and publish the preferred list of parenting courses including guidance on which courses are relevant to which types of need • To set up a Family Intervention Project to provide services for the

<p>4.1.9 Refresh and launch the parent participation strategy in all schools, Children's Centres and other educational settings and work with these services to promote parents/carers active engagement with their children's learning</p>	<p>Head of Children's Network North & Lead for Participation</p>	<p>Schools</p>	<p>Feb Sep 2009</p>	<p>most challenging families identified within Haringey</p> <ul style="list-style-type: none"> • Clear plan for parental engagement in their children's learning and schedule of support that they can access
<p>4.1.10 Develop and implement programme of training for education settings to adopt the Domestic Violence Risk Matrix model (Barnados) to support early and accurate identification of children who maybe at risk</p>	<p>Domestic Violence Co-ordinator</p>	<p>Haringey Council Barnados</p>	<p>Feb – July 2009 Sep 09</p>	<ul style="list-style-type: none"> • Training programme for schools agreed • Training programme started
<p>4.1.11 Develop joint plan between the LSCB and Domestic Violence Partnership Board to minimise impact of domestic violence on the safety of children and young people</p>	<p>Domestic Violence Co-ordinator</p>	<p>Haringey Council LSCB Domestic Violence Partnership Board</p>	<p>Apr – Sep 09</p>	<ul style="list-style-type: none"> • Establish a baseline for Child Protection cases where domestic violence is a significant factor • Plan agreed
<p>4.1.12 Reduce anti-social behaviour</p>	<p>Head of Children's Network</p>	<p>Schools, Police, C&YPS, YOS</p>	<p>Feb – Sep 09</p>	<ul style="list-style-type: none"> • Develop the role of the Youth Summit as a key strategic partnership for ensuring that

	<p>North & Lead for Participation Strategic Manager (YOS)</p>		<p>Feb – Apr 09 Jan – Jan 11 Apr – Apr 11 Jan – Jan 11</p>	<p>children and young people are protected from the risks of anti-social behaviour.</p> <ul style="list-style-type: none"> Set up a Triage project whereby YOS workers will work in police custody in order to divert young people from criminal activity To work jointly with the Youth Service and ASBAT on the Challenge and Support Project to reduce anti-social behaviour amongst young people To work jointly with Catch22 on the Intensive Intervention Project using the triple track approach of prevention, non-negotiable support and enforcement to work intensively with those behaving in an anti-social manner To continue to roll out restorative approaches training to partners and selected primary schools – ongoing – Schools, Police, C&YPS, YOS. Refresh teenage pregnancy strategy and action plan
<p>4.1.13 Reduce the incidence of teenage pregnancy and improve support for teenage parents</p>	<p>Head of Inclusion, C&YPS</p>	<p>Teenage Pregnancy Board</p>	<p>Feb – Aug 09</p>	

	Director of Operations, GOSH Partnership Services	NHS Haringey	Feb 09 – Feb 10	<ul style="list-style-type: none"> Implementation of the Family Nurse Partnership for Teenage Parents
4.1.14 Develop the early intervention role of Child and Adolescent Mental Health Services	Director of CAMHS	BEH-MHT, NHS Haringey, C&YPS, Schools and Children's Centres	January – March 09 Feb – Sep 09	<ul style="list-style-type: none"> Establish Tier 2 early years mental health service consisting of 3 Clinical Psychologists. Service to be based in children's centres and will support front lines staff, offer one to one and group provision, and facilitate access to specialist services. Develop school aged provision through implementation of Keys to Wellbeing and the Targeted Mental Health Pilot.

Area for improvement 2 : Establish the CAF as the basis within universal and targeted services for identification and assessment of additional needs and decision making about appropriate intervention

Action	Lead	Involved groups	Timescale	Progress and outcomes
4.2.1 All Haringey Children's Centres and schools will undertake a CAF for any children that they consider to be	North MDT Co-ordinator and	Universal settings	Feb 2009 – July 2010	<ul style="list-style-type: none"> All referrals measured through Vulnerable Children Conversation

vulnerable, as the first stage in identifying additional needs	Integrated Working & Workforce Development Manager	All services HAVCO	Feb – July 2009 July 09 July- Dec 09	<ul style="list-style-type: none"> • Training and Communication programmes developed • VCS Groups identified and engaged in the programme • Training and Communication programmes rolled out • Measured through Vulnerable Children Conversation
4.2.2 Training and communication programme to ensure all agencies and voluntary and community bodies are using the CAF appropriately for assessment, analysis, and multi-agency planning and not just as a referral system	North MDT Co-ordinator and Integrated Working & Workforce Dev Manager	MDT coordinators Health YOS CAMHS	Feb09 Feb - March 09 Feb- June 09 July - Aug 09 July 2010	<ul style="list-style-type: none"> • Group formed • NFER/LARC evaluations reviewed and impact on Haringey systems identified • Review completed • Implementation • Evaluation report
4.2.3 Redesign the process of decision-making on CAF to ensure swifter response with the multi-agency panel focussing on complex cases that require a multi-agency response	North MDT Co-ordinator and Integrated Working & Workforce Dev Manager			

Area for improvement 3 : Establishing the role of the Lead Professional (LP)				
Action	Lead	Involved groups	Timescale	Progress and outcomes

<p>4.3.1 Implement programme of communication and training to ensure all practitioners (including those in universal settings and those with a statutory responsibility to undertake the role):</p> <ul style="list-style-type: none"> • understand the roles and responsibilities of the lead professional • have the competency and confidence to carry out the role • work closely with the child and family to ensure their views are central • act as the central point for the sharing of information and ensure everyone is kept updated 	<p>Head of Children's Networks</p>	<p>All – including schools</p>	<p>Feb- June 09 Sep- Dec 09 July 2010</p>	<ul style="list-style-type: none"> • Model of working as Lead Professional agreed and published • Programme of training/implementation agreed and rolled out • Evaluation report
<p>4.3.2 Implement procedures to ensure the allocation of a lead professional for children moving from social care or other specialist service back into targeted/universal services</p>	<p>Head of Children's Networks</p>	<p>All</p>	<p>June 2009 – Dec 2009</p>	<ul style="list-style-type: none"> • Procedure agreed and implemented across all agencies

Theme 5: Commissioning and resources					
Aims		<ul style="list-style-type: none"> To develop joint planning and commissioning arrangements, which focus on safeguarding and emphasize the importance of prevention and early identification and intervention, and improving outcomes for children and young people in Haringey. Arrangements to be underpinned by a sustainable financial plan. 			
Area for improvement 1: Planning and commissioning of services to be based on needs assessment and understanding of effective practice.					
Action	Lead	Involved groups	Timescale	Progress and outcomes	
5.1.1 DCSF facilitated commissioning workshop	DD BSD	C&YPS NHS Haringey	April 09	<ul style="list-style-type: none"> Workshop held 	
5.1.2 Carry out a Joint Strategic Needs Assessment (JSNA) into safeguarding and vulnerable children and young people with a focus on early identification.	Director of Public Health	JSNA Steering Group, JSNA Sub Group on vulnerable children and young people, and Joint Commissioning Board	Feb – Jul 09	<ul style="list-style-type: none"> JSNA and literature review completed 	
5.1.3 Cross agency planning and commissioning review	DD BSD	Joint Commissioning Board	Apr – Aug 09	<ul style="list-style-type: none"> Collate outcomes from JSNA, Vulnerable Children's conversation, CYPP needs assessment and local strategic planning 	

	Children's Trust Board	Sep – Jan 10	<ul style="list-style-type: none"> • Planning and commissioning review completed.
<p>5.1.4 Ensure robust arrangements in place for Rapid Response and Child Death Overview Panels. To include sustainable funding and fit with joint planning and commissioning processes.</p>	<p>Chair LSCB Child Death sub group</p> <p>LSCB LSCB Training & Development Officer</p> <p>Head of Children's Commissioning</p> <p>OCU Commander SCD5, MPS</p>	April 2009	<ul style="list-style-type: none"> • Current arrangements for Rapid Response and the Child Death Overview Panels reviewed – borough and sector wide. • If necessary, business case developed to support revised proposals. • Implementation

Area for improvement 2: Establish robust joint commissioning arrangements

Action	Lead	Involved groups	Timescale	Progress and outcomes
<p>5.2.1 Confirm the Joint Commissioning and CYPs Commissioning Framework</p> <ul style="list-style-type: none"> • Structure (Board, Sub-Groups and locality arrangements) • Membership and terms of 	DD BSD	<p>Joint Commissioning Board</p> <p>Partners to</p>	June 2009	<ul style="list-style-type: none"> • Arrangements confirmed by Children's Trust Board

reference <ul style="list-style-type: none"> • Governance and accountability • Children's Network arrangements 		Children's Trust Board		
5.2.2 Develop joint commissioning and procurement support working arrangements	Director of Commissioning NHS Haringey	Joint Commissioning Board Partners to Children's Trust Board DDBSD	June – Nov 09	<ul style="list-style-type: none"> • Arrangements developed
5.2.3 Align procurement and performance management arrangements to ensure safeguarding	DD BSD	Joint Commissioning Board Corporate procurement teams Head of Children's Networks	June – Oct 09	<ul style="list-style-type: none"> • Develop common core of procurement and tendering guidelines and assessment criteria in relation to safeguarding
5.2.4 To ensure that other partners (e.g. (extended) schools and the VCS), who commission services or have third parties working with children and young people on their sites, are provided with	Head Children's Networks	Extended schools co-ordinators Schools	June – Sep 09 July 2010	<ul style="list-style-type: none"> • Enhanced guidelines produced and disseminated to all schools/VCS organisations/faith groups

<p>clear leadership and guidelines on safeguarding, including roles and responsibilities for ensuring and maintaining the safety of children, at or referred to, those facilities.</p>		<p>Personnel HAVCO/other VCS umbrella organisations Faith groups Corporate Voluntary Sector Team DD BSD</p>		<ul style="list-style-type: none"> • Programme of Regular monitoring and review by organisations, to ensure that enhanced safeguarding is maintained
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Theme 6: Delivering success through people	
Aims	<ul style="list-style-type: none"> • To engage and empower staff from across the partnership in changed ways of working • To encourage a culture of openness and honesty by listening, learning, and focusing on the delivery successful outcomes for vulnerable children • To attract and retain excellent staff and value their contribution • To develop the skills and capacity of managers and supervisors- encouraging reflective practice particularly within clinical supervisions • For the children and young people's workforce to be competent and skilled in relation to safeguarding • To have joint learning and development that facilitates, common understanding, shared values and aspirations at all levels across the partnership • To create a positive culture by building workforce support for new structures and new ways of working to deliver efficient quality services, in partnership • To develop the workforce skills and knowledge, in an innovative, high performance, multi-agency context. • To have a shift in culture that reflects improved ways of working with partners and adoption of more open ways of working

Area for improvement 1: Recruiting and retaining good staff across the partnership				
Action	Lead	Involved groups	Timescale	Targets and outcomes
6.1.1 Develop an all partnership Haringey Offer to include: <ul style="list-style-type: none"> • suitable accommodation • technology supply & support 	ASSISTANT CHIEF EXECUTIVE PEOPLE &	All partners	Feb – Jun 09	<ul style="list-style-type: none"> • Benchmark neighbouring Boroughs and national methods of recruitment and retention within social work and beyond,

<ul style="list-style-type: none"> • professional & clinical supervision • team working • CPD • career progression potential • involvement in ways of working • being part of a strong partnership • a pay package developed to reflect the valued professional roles. 	<p>ORGANISATION L DEVELOPMENT (HARINGEY COUNCIL)</p>		<p>Jun – Jul 09 Sep 09</p> <p>February 2011</p> <p>February 2015</p>	<p>including pay & benefits and support package available (CPD, supervision, ICT, accommodation</p> <ul style="list-style-type: none"> • Haringey Offer developed • Cross partnership recruitment and retention strategy in place • Safeguarding services staffed in line with national average • Haringey seen as a desirable employer – measured through recruitment and retention indicators
<p>6.1.2 Develop a non-specialist trainee scheme in the Children's Trust for people interested in working with children's services, but not sure which career path to pursue.</p>	<p>Head of Organisational Development & Learning</p>	<p>All partners</p>	<p>Feb - Dec 09</p> <p>Dec 09</p>	<ul style="list-style-type: none"> • Map and explore existing trainee schemes across the partnership • Create four one year trainee positions (foundation through to graduate level) to work across the partnership providing experience of key occupations/professional areas
<p>6.1.3 Expand the social work graduate trainee scheme</p>	<p>Head of Organisational Development & Learning</p>	<p>C&YPS</p>	<p>February 2010</p>	<ul style="list-style-type: none"> • Additional places developed
<p>6.1.4 Fast track recruitment for staff in safeguarding, including CRB checks,</p>	<p>Head of Human Resources</p>	<p>All partners</p>	<p>June 2009</p>	<ul style="list-style-type: none"> • Reduced length of time for recruiting safeguarding posts

taking account of impact of new Vetting & Barring scheme				
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Area for improvement 2: Supervision and Management				
Action	Lead	Involved groups	Timescale	Targets and outcomes
6.2.1 Ensure consistent application of the social care supervision model	ASSISTANT CHIEF EXECUTIVE PEOPLE & ORGANISATIONAL DEVELOPMENT (HARINGEY COUNCIL)	C&YPS	Jun 09 Apr 09 Apr 10	<ul style="list-style-type: none"> • Managers workshops delivered • Benchmark climate survey • Climate survey completed • Social care supervision model to ensure that: <ol style="list-style-type: none"> 1. managers and practitioners focus on the needs and safety of the child 2. managers evaluate the quality of practice 3. practitioners are able to reflect on the quality of their practice and identify learning points 4. practitioners are guided to share information appropriately 5. practitioners are fully aware of risk assessments

					6. staff are encouraged to openly discuss their workload in supervision, particularly where there are concerns
6.2.2 Ensure consistent application of the health supervision model	Director of Operations Partnership Services	Director of Operations All Health providers	Jun 09 Apr 09 Apr 10	<ul style="list-style-type: none"> Managers workshops delivered Benchmark climate survey Climate survey completed 	
6.2.3 Programme to ensure Compliance with Standard Operating Procedures (SOP) for supervision	OCU Commander, SCD5, MPS	MPS	Feb – Jun 09	<ul style="list-style-type: none"> Programme in place 	
6.2.4 Develop a managerial competency programme	ASSISTANT CHIEF EXECUTIVE PEOPLE & ORGANISATIONAL DEVELOPMENT (HARINGEY COUNCIL)	All partners	Feb - Sep 09	<ul style="list-style-type: none"> Programme developed 	
6.2.5 Support and mentoring scheme for children and families team managers	Head of Service Transformation	All	Apr 09. Sep 09	<ul style="list-style-type: none"> Children and Families support scheme implemented Identify potential to extend across the partnership 	

Area for improvement 3: Developing the skills and confidence of our workforce

Action	Lead	Involved groups	Timescale	Targets and outcomes
6.3.1 Refresh the Children's workforce development partnership	Head P&OD	All partners DD BSD Head Workforce Development C&YPS	Feb – Mar 09 Apr – Jun 09 Mar - Oct 09 Sep 09	<ul style="list-style-type: none"> • Review composition of Children's Workforce Development Board • Evaluate learning and development programmes across the partnership • Complete development of CWD strategy for Haringey • Create a network of workforce development officers across the partnership
6.3.2 Review of training needs and develop training plan in safeguarding across the partnership (linked to the annual audit of Section 11 responsibilities)	Chair LSCB Training and Development	All partners	Mar – Jun 09 Jul – Sep 09	<ul style="list-style-type: none"> • Review completed • Training plan developed <p>Training plan developed to address areas identified.</p> <ol style="list-style-type: none"> 1. staff capacity and skills to work with families in partnership, gather information, make judgments and take action when relationships break down 2. Build the assertiveness of all staff involved in safeguarding in dealing with difficult and complex cases 3. Develop practitioners skills in effectively exchanging views and

				<p>dealing with disagreements in meetings where parents are present such as core groups</p> <p>4. Basic safeguarding awareness for staff in Universal and non safeguarding roles</p>
<p>6.3.3 Develop a multi-agency core safeguarding induction programme, which builds on the Children's Workforce Development Council's induction standards and the Department for Children Schools and Families (DCSF) Common Core of Skills and Knowledge. This core programme will be developed in addition to specific professional groups and settings induction programme.</p> <p>The core induction programme will involve all partners, including the private and voluntary sectors.</p>	Chair LSCB Training and Development sub group	All partners Head Workforce Development C&YPS CAIT command training department	Mar – Jul 09	<ul style="list-style-type: none"> Programme developed and agreed
<p>6.3.4 Extend the pilot newly qualified social worker supervision and support scheme</p>	Head of Practice Learning	C&YPS	Mar - May 09 Jun – Sep 09	<ul style="list-style-type: none"> Review pilot Implement extended scheme
<p>6.3.5 The Tavistock and Portman NHS Trust to work with social work staff and</p>	Head of Service	Tavistock	Feb – May 09	<ul style="list-style-type: none"> Barriers identified Plans developed

managers to support them in identifying and addressing barriers to improving professional practice at an individual and collective level	Transformation		Jun – Nov 09	
6.3.6 Implement an agreed debriefing process on a Critical Incident Debriefing model within each organisation and across multi-disciplinary teams	Borough Commander	All partners	Apr – Oct 09	<ul style="list-style-type: none"> Develop agreed debriefing process
6.3.7 Develop a programme of evidence informed practice	Head of Service Transformation	All partners	Jun 09 - Jun 10	
6.3.8 All professional, relevant qualifications and accreditations are kept up to date	Head HR	All partners	Mar - Oct 09	<ul style="list-style-type: none"> Scheme for collection and analysis of data developed Monitored every 6 months
6.3.9 Ensure compliance within agency safeguarding procedures, for staff who have designated child protection roles in universal settings	Chair LSCB	All partners	June 2009	<ul style="list-style-type: none"> All staff working with children have sufficient accreditation

Area for improvement 4 Engage and empower all staff in the Children's Trust with the change programme

Action	Lead	Involved groups	Timescale	Targets and outcomes
6.4.1 Weekly update staff eNewsletter	Communication Officer CY&PS	All partners	Jan 09 Mar 09 Jun 09	<ul style="list-style-type: none"> Launch for C&YPS Expand to other partners Develop additional communication tools

<p>6.4.2 Establish processes to consult and gather staff views and encourage dialogue on the change programme</p>	DDBSD	All partners Head OD&L	Dec 08 Feb - Mar 09 Apr 09	<ul style="list-style-type: none"> • Social Work staff forums established • Consultation with staff on the change programme • Carry out climate survey • Coordinate approaches to staff surveys and work on overall improvement plans as a result of staff feedback, sharing good practice
<p>6.4.3 Develop a staff quality and change network within Children's Trust to take forward findings from 6.4.1, including the identification of Quality Change Champions from each team or service area</p>	Head OD&L	All partners HOST	Dec 09	<ul style="list-style-type: none"> • Network formed
<p>6.4.4 Develop programme of staff activities across the partnership working within the Children's Trust</p>	Head OD&L	All partners	Feb – May 09	
<p>6.4.5 Develop the family information service directory Practitioner Zone to allow shared access to internal communications across the partnership</p>	Head of Information Strategy & Communications	All partners Communication Officer Haringey Council	Feb – Dec 09	<ul style="list-style-type: none"> • Launch Practitioners Zone

Theme 7: Monitoring the performance and the quality of safeguarding practice	
Aims	<ul style="list-style-type: none"> • Robust arrangements for monitoring the quality of safeguarding practice • Ensure compliance with <i>Working Together to Safeguard Children, London Child Protection Procedures</i>, and all agencies' standard operating procedures and guidance • Dissemination of learning from QA and monitoring activity

Area for improvement 1: Ensure quality assurance and monitoring activity focuses on both quality and quantity

Action	Lead	Involved groups	Timescale	Targets and outcomes
7.1.1 Develop and implement programme of continuous dip sampling and qualitative assessment of case files across the partnership	Chair LSCB QA Sub group	All partners	Mar 09 Apr 09	<ul style="list-style-type: none"> • Sampling, scope and methodology agreed • Benchmark established • Regular reports to Elected Members
7.1.2 Senior managers to regularly audit case files	DD C&F	All partners	Mar 09	<ul style="list-style-type: none"> • First audit completed
7.1.3 Actively engage with agencies to receive feedback on safeguarding practice within Haringey (e.g. Courts, Head Teachers, Islington legal services)	DD C&F	All partners	Mar 09	<ul style="list-style-type: none"> • Feedback sought
7.1.4 Implement team based self-assessment	DD C&F	Haringey Council	June 09	<ul style="list-style-type: none"> • Team based self assessment process in place
7.1.5 Actively seek feedback from families receiving safeguarding services	Service Manager Child Protection	All partners	Feb – June 09 June 09	<ul style="list-style-type: none"> • System developed • Baselines set

<p>7.1.6 Agree and implement CAF quality assurance framework based on the Pan London CAF protocol</p>	<p>North MDT Co-ordinator and Integrated Working & Workforce Dev Manager</p>	<p>All partners</p>		<p>Dependent on date of agreement of Pan London CAF protocol</p>
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Area for improvement 2: External challenge and scrutiny

Action	Lead	Involved groups	Timescale	Targets and outcomes
<p>7.2.1 Ensure the work of the LSCB QA sub-group has an appropriate focus on the effectiveness of multi-agency child protection practice</p>	<p>Chair LSCB QA Sub group</p>	<p>All partners</p>	<p>Feb – March 09 Feb – May 09 Feb – May 09 Apr – Sep 09</p>	<ul style="list-style-type: none"> • Review parameters of current child protection data collection and expand to include practice quality indicators – by March 2009 • Identify a named partnership analyst to support the strategic work of the sub-group • Establish clear pathways between the LSCB QA sub-group, the LSCB Operational Practice Group and the recommendations of any Serious Case Review • Develop protocol for themed practice audits that includes a clearly

					identified process for communicating outcomes
7.2.2 Build regular reviews of all aspects of children's social care into the forward programme for Overview & Scrutiny	Democratic Services Manager (Scrutiny)	Haringey Council	June 09	<ul style="list-style-type: none"> Forward plan includes regular reviews of children's social care 	
7.2.3 Establish a cross party expert member panel with expert support (the Safeguarding Policy and Practice Panel) to monitor the quality of safeguarding. Panel to receive regular independent case audits.	Cabinet Member for C&YPS	C&YPS	Mar 09 Apr 09	<ul style="list-style-type: none"> Safeguarding Policy and Practice Panel established Sample data set supplied to panel Safeguarding Policy and Practice Panel to meet monthly and reviews quality of casework Independent Expert recruited and supporting the Panel Summary of quality checks reported to CEMB, Cabinet and Scrutiny on a regular basis 	
7.2.4 Director of Children's Services to supply a monthly report to the Secretary of State for Children, Schools and Families	Director Children & Young People's Service	All partners	Monthly	<ul style="list-style-type: none"> Monthly report supplied 	
7.2.5 Ofsted monitoring visit	Director Children & Young People's	All partners	June 09	<ul style="list-style-type: none"> OFSTED visit programmed and reporting schema agreed/accepted 	

Service				
Area for improvement 3: Renewing performance measurement and evaluation				
Action	Lead	Involved groups	Timescale	Targets and outcomes
7.3.1 Develop Haringey Council corporate data quality strategy to ensure that the data we use is fit for purpose and represents an accurate and consistent picture of the Council's and joint partnership activities	Corporate Head of Performance & Policy	All partners	Jan 09 Mar - Nov 09	<ul style="list-style-type: none"> Data quality strategy agreed Joint data quality audits of cross-cutting indicators with key partners
7.3.2 Review models for triangulation of data and maximise use of Covalent (Haringey Council's new performance management system) in order to analyse and use performance information more intelligently	DD BSD	All managers - Haringey Council	June 09 Sep09 Feb – Mar 09	<ul style="list-style-type: none"> Models for triangulation reviewed Information and data used more intelligently CY&PS performance team establish regular qualitative performance meeting with Children and Family managers
7.3.3 Develop the partnership's measures	Chair	CY&PS	Feb – Apr	<ul style="list-style-type: none"> Joint NHS Haringey/CY&PS

for monitoring the quality and performance of safeguarding practice	LSCB QA Sub group	NHS Haringey MPS	09	performance teams develop combined work on quality assurance monitoring <ul style="list-style-type: none"> Review SCD5 performance management framework and monthly management report to include more qualitative measures
7.3.4 Include more C&YPS indicators in the LAA refresh	Director of the Children & Young People's Service	Haringey Council	2 nd March 2009	<ul style="list-style-type: none"> Refresh sent to Government Office for London

Area for improvement 4: Consulting and involving children and young people and their communities

Action	Lead	Involved groups	Timescale	Targets and outcomes
7.4.1 Improve the systematic collection of the views of children in care and those with child protection plans	DD C&F	CYPS External partner	Feb – Sep 09	<ul style="list-style-type: none"> Views of CIC and those in receipt of CPP are known Report
7.4.2 Ensure that children are consistently involved in their reviews	Head of Service Children in Care	CYPS Action for Children Children in Care Head of Children's	June 09 Sep 09	<ul style="list-style-type: none"> Re-launch guidance for children and young people on their rights as a child in care Report on monitoring of reviews

		Network North & Lead for Participation	Jun 09	
<p>7.4.3 Develop a strategy to ensure Haringey's diverse communities are aware of the partnership's safeguarding policies</p>	<p>Head of Children's Network North & Lead for Participation</p>	<p>HSP VCS C&YPS Neighbourhoods Senior Development Officer - Participation</p>	<p>Jun 09</p>	<ul style="list-style-type: none"> • Process for dissemination of information to diverse communities established • Haringey Safeguarding publicity produced in Community languages and publicised on Council networks
<p>7.4.4 Review systems to ensure that children and young people can convey any anxieties and concerns they have to the Council</p>	<p>Head of Children's Network North & Lead for Participation</p>	<p>Haringey Council Youth Council Young Advisors</p>	<p>Jun 09</p>	<ul style="list-style-type: none"> • Review current systems used by children to convey complaints and comments • Gather young people's view on how they would like to share their views about Haringey Council

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Meeting: Haringey Strategic Partnership

Date: 26 February 2009

Report Title: Preparing for Haringey's Comprehensive Area Assessment – the Area Assessment

Report of: Eve Pelekanos – Head of Policy and Performance

Purpose

To agree the governance arrangements and to oversee the forthcoming Area Assessment in preparation for the Comprehensive Area Assessment (CAA).

Summary

The Comprehensive Area Assessment (CAA) is the new inspection framework for public services that comes into place from April 2009 and replaces the Comprehensive Performance Assessment. The Audit Commission and other inspectorates will assess how well the council and its partners are working together to improve outcomes for local people.

Legal/Financial Implications

The 2006 White Paper: *Strong and Prosperous Communities* sets out proposals for a new performance framework for local services. The Local Government and Public Involvement in Health Act 2007 establishes the legal framework for the changes, including for the CAA.

Recommendations

1. To agree the governance arrangements for the Area Assessment as set out in paragraphs 1.11.
2. To decide on a chair person for the Area Assessment working group.
3. To note the timetable for Area Assessment in Appendix 3
4. To note the CAA briefings contained in Appendix 2.

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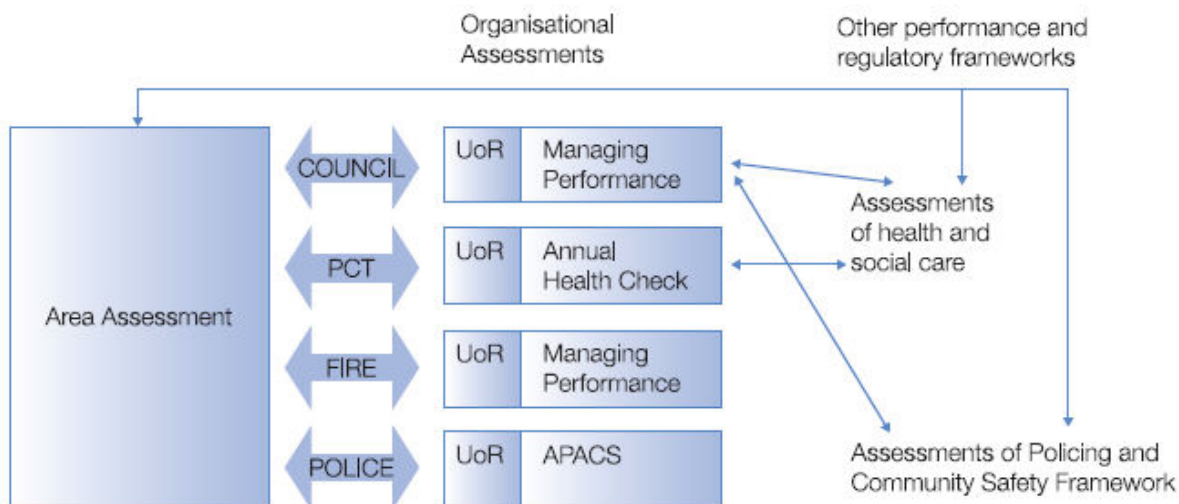
Background

- 1.1 The Comprehensive Area Assessment (CAA) is the new inspection framework that comes into place from April 2009 and replaces the Comprehensive Performance Assessment. The Audit Commission and other inspectorates will assess how well the council and its partners are working together to improve outcomes for local people. The details of the new framework have been consulted on and the final guidance will be published towards the end of February 2009.
- 1.2 The CAA's Area Assessment will assess the contributions of partner agencies in improving outcomes for local people within the local area.
- 1.3 The CAA will have two elements; the Area Assessment and the Organisational Assessment.
- 1.4 The **Area Assessment** will look at local priorities as well as some national themes and focus on the prospects for better outcomes, looking at the area covered by the Local Area Agreement. The assessment will focus on three main questions:
 - How well do local priorities express community needs and aspirations?
 - How well are the outcomes and improvements needed being delivered?
 - What are the prospects for future improvements?
- 1.5 In assessing the delivery of outcomes the Area Assessment will focus on the following:
 - How safe is the area?
 - How healthy and well supported are people?
 - How well kept and environmentally sustainable is the area?
 - How strong is the local economy?
 - How strong and cohesive are local communities?
 - How well is inequality being addressed?
 - How well is housing need met?
 - How well are families supported and the well-being of children and young people.
- 1.6 The **Organisational Assessment** will focus on an organisation's effectiveness with consideration of how well it delivers value for money through the use of resources assessment and how well it manages its performance. Evidence from the Area Assessment will be used to inform the Organisational Assessment. The Council, Police Service, PCT and Fire Service will have their own organisational assessments.
- 1.7 The Organisational Assessment will consist of the Use of Resources which has three themes; managing finances, governing the business and managing resources, together with the managing performance element.
- 1.8 The Use of Resources assessment considers how well organisations are managing and using resources to deliver value for money and better and sustainable outcomes for local people. The managing performance theme focuses on the organisation's ability to deliver services,

improvements in priorities and outcomes that are important to local people. These elements are combined to provide the organisational assessment.

Alignment of performance frameworks

The Audit Commission's diagram below shows how the different performance frameworks are linked together within the CAA.



CAA Pilot

1.9 In conjunction with the Improvement and Development Agency and the Local Government Association, ten local authorities participated in a CAA trail, focusing on the Area Assessment, to help develop and test the methodology. The participating authorities were; London Borough of Barking and Dagenham, Birmingham City Council, Hampshire County Council, Kirklees Council, North Tyneside Council, Nottinghamshire County Council, Stockport Metropolitan Borough Council, Thurrock Council, Torbay Council, London Borough of Westminster.

1.10 The councils taking part in pilot placed emphasis on the following key points for councils when preparing for the CAA:

- Understand the ambition and potential of CAA. It is very different to CPA
- Take the initiative locally and promote knowledge and understanding amongst local partners. Try and ensure all partners are working together to respond to CAA
- Develop a positive on-going relationship with the council's CAA Lead and with the leads for the other Inspectorates
- Undertake a self evaluation. Where councils in the trial sites had done one it was helpful
- Make sure there are good performance management systems in place across the partnership and that there is evidence of improvement, with good quality quantitative and qualitative data

- Ensure that publicity, and accessible information about the council and local partners, is of a good quality and up to date
- Ensure Executive members are aware of CAA and the implications for assessment. Consider how best to keep non Executive members informed.

Managing the Area Assessment

1.11 The following governance arrangements are proposed for the Area Assessment:

- that the Performance Management Group (PMG) should be the overseeing body for the Area Assessment.
- a working group be set up, through nominations from the PMG, with a representative for each of the themes set out in paragraph 1.5, who will be able to provide input from their organisation and have knowledge of the partnership activity.
- the working group would be responsible for compiling the self assessment and collecting the supporting evidence.
- the PMG is asked to identify a chair for the Area Assessment working group.
- the working group should meet monthly from February 2009 until May 2009.

1.12 In compiling evidence to support the Area Assessment, and its self assessment, certain key strategies and documents will be of major importance, these include: the Sustainable Community Strategy, the Housing Strategy, the Homeless Strategy, the Greenest Borough Strategy, the Regeneration Strategy, Changing Lives the Children's and Young People's plan, the Child Poverty Strategy, the Safer Communities Strategy and the Joint Strategic Needs Assessment core data.

1.13 The guidance for the CAA will not be finalised until February 2009, and although some areas lack detail and/or key lines of inquiry, in order to prepare for the CAA assessments and evaluation, information from the available guidance has been analysed to produce the following grid for the Area Assessment outlining the key questions and areas covered (Appendix 1).

Appendices

Appendix 1 Area Assessment grid

Appendix 2 CAA briefings

Appendix 3 Actions for the Area Assessment / timetable

Appendix 1

CAA Area Assessment			
Assessment questions	Evidence	Comment	Lead
1. How well do local priorities express community needs and aspirations?			
How well do local partners understand their diverse communities?			
How well do they engage with, involve and empower local people (including through the third sector)?			
How well do local people feel they are listened to? This will include harder to reach/hear communities, children and young people and those at risk of poorer outcomes.			
To what extent do local people feel their contributions make a difference to decisions about setting local priorities and are they involved in reviewing progress against them?			
Are priorities in the sustainable community			

CAA Area Assessment			
Assessment questions	Evidence	Comment	Lead
strategies and Local Area Agreement sufficiently appropriate and ambitious to meet the locality's challenges and context?			
Do they take account of national priorities and standards, inequality in the area, the needs of the most vulnerable members of the community, local needs analyses and weigh up the views of local stakeholders? Are ambitions appropriately stretching?			
2. How well are the outcomes and improvements needed being delivered?			
How safe is the area?			
How healthy and well supported are people?			
How well kept is the area?			
How environmentally sustainable is the area?			
How strong is the local economy?			
How strong and cohesive are local communities?			

CAA Area Assessment			
Assessment questions	Evidence	Comment	Lead
How well is inequality being addressed?			
How well is housing need met?			
How well are families supported?			
How good is the well-being of children and young people?			
3. What are the prospects for future improvement?			
Do the local partners have the capacity and capability to deliver their ambitions, strategies and plans (we will look in greater detail at partnership arrangements where improved outcomes are not being delivered or if other evidence raises concerns)?			
Are local partners taking adequate action to manage, mitigate or address any concerns and risks we may have identified in answering questions 1, 2 and 3, (or which they may have identified in their locality self			

CAA Area Assessment			
Assessment questions	Evidence	Comment	Lead
assessment)?			
Are local partners engaged in any exceptional innovative practice which has been, or promises to be, successful and which others might learn from?			
How well improvement planning is being implemented? Including whether key objectives and milestones are being achieved and whether local partners have robust plans for improving?			
Are there any significant weaknesses in arrangements for securing continuous improvement, or failures in governance, that would prevent improvement levels being sustained?			

COMPREHENSIVE AREA ASSESSMENT BRIEFING

1. What is CAA?

Comprehensive Area Assessment (CAA) is a new approach to assessing the performance of local public services in an area. Enshrined in the Local Government and Public Involvement in Health Act 2007 it will replace Comprehensive Performance Assessment (CPA) from April 2009.

Whereas CPA focused on services provided by local authorities, CAA will look at the public services in an area delivered by councils, the Police, Primary Care Trust, Fire and Rescue Services and private and voluntary sectors. CAA will directly affect all local public services.

For the first time, local public services will be judged collectively on the impact they have on bringing about better local outcomes. In looking at outcomes CAA will pay particular attention to those most at risk of disadvantage or inequality.

CAA will:

- provide a catalyst for better local outcomes, more effective partnership working, more responsive services and better value for money
- focus on joint working between councils and their partners in delivering the area's priorities, as agreed in the Local Area Agreement (LAA) and Sustainable Community Strategy
- focus on how the quality of people's lives is improved
- seek to highlight best practice and innovation
- identify any barriers to improvement
- provide information to local people about their local services, thereby increasing their awareness of the services available to them, empowering them to make better decisions and get value for money.

The final CAA framework will be published by the Audit Commission in February 2009.

2. What is involved?

CAA will have two main elements which will inform each other:

a) The Area Assessment

This looks at how well local public services are delivering better results for local people in local priorities, such as health, economic prospects and community safety, and how likely they are to improve in the future.

The assessment will focus on 3 main questions:

1. How well do local priorities express community needs and aspirations?
2. How well are the outcomes and improvements needed being delivered?
3. What are the prospects for future improvements?

The area assessment will take the Local Area Agreement as its starting point, but it will look more widely at outcomes for local people and other inspection evidence. The Sustainable Community Strategy, Housing strategy, Core strategy, the local Compact and the Joint Strategic Needs Assessment will be key documents.

Other available evidence includes:

- views of service users including residents, third sector organisations like HAVCO and local businesses in the area
- self-evaluation and local performance management information including monitoring of local priorities
- National Indicator Set and other nationally available data

While not a requirement of the CAA, the Audit Commission is expecting local partners to develop a local self assessment which should be signed off by the Haringey Strategic Partnership. This is to facilitate a shared assessment of the needs and issues in the area, progress against priorities and outstanding challenges. It will allow the Haringey Strategic Partnership to take stock and take action where necessary to ensure it is on course to achieving outcomes for local citizens.

The area assessment will be reported on annually and will provide an overview of: key priorities; overall successes and challenges; summary of prospects.

At present a flag system is proposed to score the area assessment.

- **Red flags** will be used to indicate that current arrangements are inadequate to deliver improvements but will only be given where inspectorates are not satisfied that sufficient corrective action is being taken. There will be a challenge procedure for red flags, details of which will be published at a later date.
- **Green flags** will only be given for exceptional or innovative practice. Non-awarding of green flags will not be able to be challenged.

Where concerns are identified the Audit Commission will consider how well partners, collectively and individually, are responding to them. When 'flagging' an issue it is possible that a range of partners will be identified as being responsible for taking specific improvement activity or that one partner is singled out for responsibility.

b) The Organisational Assessment

This will involve the organisational assessments of individual public bodies within an area. It will be composed of:

i) Use of Resources (UoR) consisting of three themes:

- managing finances
- governing the business
- managing resources

The use of resources assessments will be similar across councils, PCTs, Police and Fire and Rescue Services. It is based on key lines of enquiry across three themes, which are assessed and scored by the auditor. How well organisations achieve value for money will be assessed across all the themes in the UoR. The three themes will be brought together by the Audit Commission into a single use of resources score to enable comparability in the use of resources scores across sectors.

ii) Performance:

- Council - UoR plus **Managing Performance**
- Fire - UoR plus **Managing Performance**
- PCT - UoR plus **Annual Health Check**
- Police - UoR plus **APACS** (assessments of Policing And Community Services)

The other element of the organisational assessment for councils and fire and rescue services is the managing performance theme. This theme focuses on the organisation's ability to deliver services, improvements in priorities and outcomes that are important to local people.

PCTs and the Police will have different forms of assessment linked to the separate performance frameworks for the National Health Service and police authorities respectively. Other local organisations such as housing associations and probation boards are also subject to inspection frameworks but will not receive a use of resources assessment. While all HSP partners will be involved in the area assessment not all will be subject to an organisational assessment. See the separate briefings for details of what CAA means for different agencies such as the Police, Housing providers, Fire and Rescue Services and the PCT.

Each CAA organisational assessment will be reported in a single short report and will be published with the area assessment. The first of these will be in November 2009. The evidence for the area and organisational assessments will be gathered and updated throughout the year.

3. Will inspections continue?

Although reduced in volume, inspection will continue to be an important feature of public service regulation and assessment. An inspection will be triggered where:

- performance or improvement levels are not satisfactory, are declining or are insufficiently clear;
- where the service, outcome or service user groups have been identified as being subject to significant risk;
- where ministers have given directions for an inspection to take place.

Inspection and regulation of institutions providing some direct services will continue after 1 April 2009. For example, Ofsted will continue to inspect early years settings, schools, colleges and children's homes, and the new Care Quality Commission will inspect adult social care homes and hospitals. Findings from these inspections will be reflected as appropriate in the area assessment and the organisational assessment.

4. What is the timetable for CAA?

- **February 2009:** final CAA framework document to be published, plus analysis of responses to the July 2008 CAA consultation.
- **February 2009:** final CPA annual performance assessments published.
- **April 2009:** start of CAA.
- **November 2009:** first set of CAA results to be published.

5. Where can I find out further information about CAA?

- The Audit Commission: <http://www.audit-commission.gov.uk/caa/>
- IDeA (Improvement and Development Agency): <http://www.idea.gov.uk/idk/core/page.do?pageId=8811984>
- The National Council for Voluntary Organisations (NCVO) <http://www.ncvo-vol.org.uk>
- National Association for Voluntary and Community Action (NAVCA) <http://www.navca.org.uk/>
- NHS: http://www.nhscentreforinvolvement.nhs.uk/docs/caa_roadshow_200719%5B1%5D.pdf
- Ofsted: <http://www.ofsted.gov.uk/Ofsted-home/Publications-and-research/Browse-all-by/Documents-by-type/Consultations/Comprehensive-area-assessment-proposals-for-assessing-local-authority-services-for-children-and-young-people>

WHAT CAA MEANS FOR COMMUNITY SAFETY

CAA embraces within its scope the roles and responsibilities of all the local partners contributing to the delivery of community safety outcomes in an area and will draw together the perspectives of HMI Constabulary and the Audit Commission, and where relevant, HMI Probation, HMI Prisons, the Healthcare Commission and the Commission for Social Care Inspection (to be combined in April 2009 to form the Care Quality Commission) and Ofsted (referred to as the joint inspectorates).

CAA and the new performance assessment framework for policing, the Assessment of Policing and Community Safety (APACS) are being designed to align fully. The two frameworks will complement each other, supporting the delivery of local services in line with nationally and locally identified priorities.

Through the area assessment, the joint inspectorates will make one assessment of community safety outcomes delivered by Crime and Disorder Reduction Partnerships (CDRPs) partners in an area.

Area assessment

The Audit Commission expects to draw on a wide range of evidence sources on which to base its joint assessment. These include:

- The Local Area Agreement
- The Sustainable Community Strategy
- The Local Policing Plan
- CDRP strategic assessments
- The views and experiences of local people will be a primary source of evidence
- Partners' performance against the community safety indicators within the National Indicator Set

The Audit Commission will consider how effectively citizens are involved in the setting of local priorities and local spending decisions on policing and community safety. In doing so it will draw on available evidence, such as HMI Constabulary's assessment of neighbourhood policing and citizen focus.

CDRP partners are developing a range of approaches to self evaluation. While not a requirement of CAA, the Audit Commission will take full account of the partnership evaluation of area outcomes, and any self evaluation against the Hallmarks of Effective Practice.

The Audit Commission anticipates that there will be a commentary on community safety outcomes in all area assessment reports.

Use of Resources

The scored use of resources judgement for police authorities and forces will form part of the APACS framework from 2009 onwards.

What does it mean for the Police?

CAA provides a mechanism to ensure that the needs of the local population are met through agencies working closely together to deliver improved outcomes. CAA will act as a catalyst for public bodies to deliver better community safety outcomes for local people and better value for public money.

Further details about the CAA can be found at the Audit Commission website:
<http://www.audit-commission.gov.uk/caa/>

WHAT CAA MEANS FOR EDUCATION PROVIDERS

CAA requires a new way of monitoring and reporting performance. This approach requires the Audit Commission, the Commission for Social Care Inspection, Healthcare Commission, HM Inspectorate of Constabulary, HM Inspectorate of Prisons, HM Inspectorate of Probation and Ofsted to work together. Each of these inspectorates was commissioned by their respective Ministers to collectively develop CAA.

Inspection and regulation of institutions providing some direct services will continue after 1 April 2009. Ofsted will continue to inspect early years settings, schools, colleges and children's homes. Findings from these inspections will be reflected as appropriate in the area assessment and the organisational assessment.

Ofsted published a consultation document in September 2008 seeking views on proposals for assessing children's services, including education, as well as their inspection of services for children in care and safeguarding as part of CAA. Ofsted will publish a report on the responses to this consultation on its website during January 2009.

What does it mean for Education Providers?

CAA provides a mechanism to ensure that the needs of the local population are met through agencies working closely together to deliver improved outcomes. CAA will act as a catalyst for public bodies and agencies to deliver better outcomes for local people and better value for public money.

Further details about the CAA can be found at:

- Audit Commission: <http://www.audit-commission.gov.uk/caa/>
- Ofsted: <http://www.ofsted.gov.uk/Ofsted-home/Publications-and-research/Browse-all-by/Documents-by-type/Consultations/Comprehensive-area-assessment-proposals-for-assessing-local-authority-services-for-children-and-young-people>

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WHAT CAA MEANS FOR FIRE AND RESCUE SERVICES

For the fire and rescue service, all audit and inspection activity will be undertaken within the context of the CAA framework.

Figure 1 below sets out the proposed framework for the model of assessment of fire and rescue services within CAA. The managing performance theme will be tailored to reflect the specific performance and service delivery priorities within the sector and will draw on a new sector led peer assessment of operational service delivery. This will be based on a new operational assessment of service delivery toolkit, which is currently being developed by the Department for Communities and Local Government and the fire and rescue sector. Fire and Rescue services will assess their own performance using this toolkit and their assessment will be subject to peer review. Where a service has had this robust peer assessment the Commission will use it as evidence in the organisational assessment, of the fire and rescue service and the area assessment.

Figure 1
Proposed model for fire assessment



Source: Audit Commission

Area Assessment

While the three main questions of the area assessment will be applied collectively to the local partners, there are specific areas where the fire and rescue services have an important contributory role. These include:

- engaging more effectively with local communities to build up a comprehensive risk profile for the area;
- involving local communities in developing fire prevention and protection priorities;
- engaging effectively, ensuring that partners are engaged in larger scale emergencies, civil contingency and local resilience;
- delivering any fire-specific priorities within the Local Area Agreement; and
- contributing to broader local priorities, like tackling anti-social behaviour in an effective, well coordinated and prioritised way.

In relation to the fire service the Audit Commission will draw on the range of evidence including:

- the organisational assessment
- performance data in the National Indicator Set
- the conclusions from the peer assessment of operational service delivery
- nationally available fire data

Organisational Assessment

a) Use of resources

The assessment of the managing resources theme will be introduced on a staged basis for fire and rescue services and will subsequently be carried out on the basis of risk. It is not envisaged assessing annually how the organisation manages its natural resources, physical assets and people to meet current and future need. However, this theme will be of considerable importance within the fire sector. The Audit Commission will look at workforce development issues, many of which remain a challenge to the sector. Progress made with embedding equalities and diversity in the service, developing and training fire-fighters, improving shift patterns, and managing sickness absence will all be relevant. It will also be assessing how well the fire and rescue authority manages environmental risks, and reduces the use of natural resources such as energy and water.

b) Managing performance

The managing performance assessment for the fire and rescue service has been designed to provide an effective assessment of fire and rescue services performance. This approach enables the Audit Commission to assess the extent to which fire and rescue services are delivering against the National Framework, balancing effectively their prevention, protection and response functions.

The managing performance theme has two key lines of enquiry:

- How well is the fire and rescue service delivering its priority services, outcomes and improvements that are important to local people?
- Does the organisation have the leadership, capacity, and capability it needs to deliver future improvement?

In undertaking the managing performance assessment, the Audit Commission will draw on a range of evidence, including the new peer assessment of operational service delivery.

CAA Leads will be supported in their work with fire and rescue services by the Audit Commission's regionally based fire team, which comprises seconded senior fire officers and Audit Commission staff with significant expertise in the fire sector.

Reporting the organisational assessment

The report will encompass how effective the organisation is in:

- delivering against the priorities and objectives in the National Framework;
- demonstrating measurable impact from its fire prevention and community protection activities;
- operational preparedness and delivering an emergency response where both public and fire-fighter safety are paramount;
- resilience and large scale civil protection arrangements which are tested for effectiveness;
- contributing to the Local Area Agreement outcomes and regional arrangements; and
- delivering value for money in the use of resources.

The draft key lines of enquiry (KLOE) for the managing performance theme can be found at: <http://www.audit-commission.gov.uk/caa/downloads/CAAConsultation08.pdf>

What does it mean for the Fire and Rescue Service?

CAA provides a mechanism to ensure that the needs of the local population are met through agencies working closely together to deliver improved outcomes. CAA will act as a catalyst for public bodies to deliver better outcomes for local people and better value for public money.

Further details about the CAA can be found at the Audit Commission website: <http://www.audit-commission.gov.uk/caa/>

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WHAT CAA MEANS FOR HEALTH SERVICES

CAA requires a new way of monitoring and reporting performance. This approach requires the Audit Commission, the Commission for Social Care Inspection, Healthcare Commission, HM Inspectorate of Constabulary, HM Inspectorate of Prisons, HM Inspectorate of Probation and Ofsted to work together. Each of these inspectorates was commissioned by their respective Ministers to collectively develop CAA.

From April 2009 the Care Quality Commission will replace the Healthcare Commission, the Commission for Social Care Inspection and the Mental Health Act Commission and will be a key partner on health and social care issues. The Care Quality Commission will complete the 2008/09 assessments started by these bodies.

For the **area assessment** the inspectorates will draw on a range of sources of evidence, including the National Indicator Set which has over 40 indicators that are either specifically badged as 'health' indicators or are of direct relevance to health and will carry out additional investigation where analysis shows this is needed. This could involve any of the local partners e.g. Mental Health Trusts, Acute Trusts and PCTs. Input to the area assessment evidence files will also be drawn from existing information held by the Healthcare Commission.

PCTs are already familiar with being assessed on their use of resources through the Auditors Local Evaluation (ALE). From 2008/09, there will be an important change to this assessment. The new assessment will have only three themes: managing finance, governing the business and managing resources. This will enable the Audit Commission to use the same framework for its assessments of all the bodies included within the CAA.

The **organisational assessments** of PCTs and NHS trusts (currently known as the Annual Health Check), planned for 2008/9 by the Healthcare Commission and to be published by the Care Quality Commission, will provide assessments of the quality of services provided and, for PCTs, the quality of commissioning, and will incorporate the results of auditors' assessments of the use of resources. The Healthcare Commission will base its assessment of the quality of financial management on the Audit Commission's judgements in the 'managing finances' theme. It will also use evidence from the remaining two themes for its standards-based assessment wherever possible.

What does it mean for PCTs?

CAA provides a mechanism to ensure that the needs of the local population are met through agencies working closely together to deliver improved outcomes. There are a significant number of health issues that cannot be addressed by PCTs working alone and there are population groups, such as

children and young people, or older people, whose outcomes will not be improved unless PCTs and their partners work jointly. CAA will act as a catalyst for public bodies to deliver better health and well-being outcomes for local people and better value for public money.

Further details about the CAA can be found at:

- Audit Commission: <http://www.audit-commission.gov.uk/caa/>

- NHS:

http://www.nhscentreforinvolvement.nhs.uk/docs/caa_roadshow_200719%5B1%5D.pdf

WHAT CAA MEANS FOR HOUSING PROVIDERS

CAA requires the Audit Commission, the Commission for Social Care Inspection, Healthcare Commission, HM Inspectorate of Constabulary, HM Inspectorate of Prisons, HM Inspectorate of Probation and Ofsted to work together. Each of these inspectorates was commissioned by their respective Ministers, including the Secretary of State for Communities and Local Government, to collectively develop CAA. From April 2009 the Care Quality Commission will replace the Healthcare Commission, the Commission for Social Care Inspection and the Mental Health Act Commission and will be a key partner on health and social care issues.

Within the **area assessment** the Audit Commission have set a broad question on housing - *how well is housing need being met?* In answering this question the Audit Commission will draw on a range of sources of evidence including the National Indicator Set which includes a number of indicators that are relevant to housing agencies e.g. Net Additional Homes (NI 154), the Increase in the Number of Affordable Homes (NI 155) or the number of vulnerable people achieving independent living (NI 141). The Audit Commission will carry out additional investigation only where the analysis of this evidence shows this is needed. This could involve some interaction with local partners, including housing providers.

'Registered providers' of housing services will need to establish a relationship with the new regulator for affordable housing - the Tenant Services Authority (TSA). Providers of housing services will also need to develop a good working relationship with the Homes and Community Agency (HCA) which is the key funding agency for affordable housing and regeneration.

Use of resources assessments will not apply to housing associations as private sector bodies, as this is the responsibility of the TSA. As the new regulatory framework for housing providers is established by the TSA, the Audit Commission will look to include any organisational assessment of housing providers as part of the area reporting arrangements.

Local performance of housing providers will be reported as part of CAA. At present, information that local authorities with housing stock provide to Communities and Local Government will be used. However, the TSA will be establishing new reporting arrangements for housing providers which will be used in future assessments.

What does it mean for housing providers?

CAA provides a mechanism to ensure that the needs of the local population are met through agencies working seamlessly together to deliver improved outcomes. There are a significant number of housing issues that cannot be addressed by housing providers working alone. CAA will act as a catalyst for public services to deliver better housing outcomes for local people and better

value for public money, as well as to contribute to an improved quality of life and well-being for the communities they serve.

Further details about the CAA can be found at the Audit Commission website:

<http://www.audit-commission.gov.uk/caa/>

WHAT CAA MEANS FOR THE THIRD SECTOR

The third sector includes the traditional voluntary and community sector (VCS) and charities, and also social enterprises, co-operatives, mutuals and housing associations. The sector is a key Haringey Strategic Partnership partner which

- contributes to the development of Haringey's sustainable community strategy and delivers on priorities in the area
- represents individuals and communities
- provides services

The diversity and scope of the sector means that it contributes across most national priority outcomes to some degree. The third sector contribution to supporting better outcomes for localities will be recognised in CAA. This does not mean that the third sector will be performance managed but the effectiveness of partnership working in a local area, including the involvement and views of the third sector, will be taken into account in the delivery of outcomes. CAA will also have a greater focus on community involvement by local authorities and their partners and on user and citizen perspectives.

There are two indicators within the national indicator set, and which are also in Haringey's LAA, that are of direct relevance to the third sector – NI6 Participation in regular volunteering at least once a month and NI7 Environment for a thriving third sector.

The Audit Commission has consulted the third sector to help shape the final CAA framework:

- The National Council for Voluntary Organisations (NCVO) response to CAA consultation can be found at: [http://www.ncvo-vol.org.uk/uploadedFiles/NCVO/What we do/Policy/Local Government/NCVO response to audit commission - 2nd consultation on CAA without sig.pdf](http://www.ncvo-vol.org.uk/uploadedFiles/NCVO/What%20we%20do/Policy/Local%20Government/NCVO%20response%20to%20audit%20commission%20-%202nd%20consultation%20on%20CAA%20without%20sig.pdf)
- The National Association for Voluntary and Community Action response to the consultation can be found at: <http://www.navca.org.uk/NR/rdonlyres/60ED6678-C3B8-4353-8AEF-88C31EC608E3/0/caaconsultationresponse.doc>

What does it mean for the Third Sector?

CAA provides a mechanism to ensure that the needs of the local population are met through agencies working closely together to deliver improved outcomes. CAA will act as a catalyst for public bodies and agencies to deliver better outcomes for local people and better value for public money.

Further details about CAA can be found at:

- Audit Commission: <http://www.audit-commission.gov.uk/caa/>
- The National Council for Voluntary Organisations (NCVO)
<http://www.ncvo-vol.org.uk>
- National Association for Voluntary and Community Action (NAVCA)
<http://www.navca.org.uk/>

APPENDIX 3

CAA Area Assessment - timetable

	Area Assessment - key activities	Who	Start date	End date	RAG
1	Prepare grid with requirements for self evaluation (listing requirements, evidence, gaps)	E Pelekanos /H Pugh /C Piscina / M Connolly	10-Nov-08	30-Nov-08	Complete
2	PMG to be overseeing body for for Area Assessment. PMG to nominate representatives from agencies/theme boards who understand partnership activity, to prepare assessment	S Kemp		20-Jan-09	
3	PMG to nominate a chair for the working group	PMG		20-Jan-09	
4	Set up working group with lead from each agency - monthly meetings till May 2009	S Kemp / E Pelekanos	01-Feb-09	01-May-09	
5	Arrange policy conversation on CAA	H Pugh / Z Chaudhry		31-Mar-09	
6	Sections of the Area Assessment drafted and agreed by relevant representatives for:				
7	Safer communities		01-Feb-09	07-May-09	
8	Being healthy and well supported		01-Feb-09	14-May-09	
9	Area well kept and environmentally sustainable		01-Feb-09	21-May-09	
10	Strong local economy		01-Feb-09	05-May-09	
11	Cohesive local communities and equalities		01-Feb-09	15-May-09	
12	Meeting housing need		01-Feb-09	11-May-09	

	Area Assessment - key activities	Who	Start date	End date	RAG
13	Well-being of children and young people and supporting families			19-May-09	
14	Collate Area Assessment self evaluation compiled	E Pelekanos/ H Pugh/ C Piscina	05-Jan-09	12-May-09	
15	Draft self evaluation submitted to:				
16	SMT				
17	CEMB	S Kemp		19-May-09	
18	PMG	S Kemp		01-Jun-09	
19	CAB	S Kemp		28-May-09	
20	HSP	S Kemp		16-Jun-09	
21	Submit self assessment and evidence to auditors	E Pelekanos	Jul-09	Aug-09	
	Audit & verification of Area Assessment				
22	Latest available information including summer educational attainment gathered	Joint Inspectorate		15-Sep-09	
23	Draft reports, including red and green flags, prepared	Joint Inspectorate		30-Sep-09	
24	Key issues discussed with local partners. Final quality assurance.	Joint Inspectorate		Oct-09	
25	Draft reports shared with partners	Joint Inspectorate	Oct-09	Nov-09	
26	Challenge area assessment (if necessary)	Local partnership & local authority		Nov-09	
27	CAA reports published	Joint inspectorate	◆	30-Nov-09	



haringey strategic partnership

Meeting: Haringey Strategic Partnership

Date: 26 February 2009

Report Title: Haringey's First Community Engagement Framework

Report of: Sharon Kemp, Assistant Chief Executive, PPP&C, Haringey Council

Purpose

The purpose of this report is to:

- Inform the HSP of the development of Haringey's first Community Engagement Framework
- Obtain agreement from the HSP that the Community Engagement Framework can go out for public consultation in early March 2009

Summary

On 3 December 2008 the HSP's Performance Management Group (PMG) agreed that Haringey Strategic Partnership would develop a framework to co-ordinate and strengthen community engagement work, and that a multi-agency group would be formed to take forward this work.

The Community Engagement Framework (CEF) will reaffirm the commitment of the HSP to community engagement and promote a shared understanding of associated principles. It will also identify and prioritise areas which need further development.

This report provides an update on the progress made in the development of the CEF, and the work of the multi-agency project group that has been established to develop the CEF.

A draft of the Community Engagement Framework consultation document is provided in Appendix A, which the HSP are asked to comment on, suggest any amendments and agree for public consultation.

Legal/Financial Implications

The new statutory duty to involve is not well defined legally and there is considerable discretion in how to implement this in accordance with Guidance. This strategic framework should help us to engage a wide variety of community groups in the early formulation of local decisions and policy-making thus fulfilling the underlying purpose of the new duty.

There are no direct financial implications immediately arising from the development a Community Engagement Framework in Haringey. The Action Plan arising from the CEF, when developed, may have resource implications needing detailed consideration at that stage.

Recommendations

That the HSP considers the draft CEF consultation document, and comments on it and suggests any amendments

That the HSP agrees that the draft CEF consultation document (including any agreed amendments) will go out for public consultation in early March 2009.

For more information contact:

Name: Helena Pugh
Title: Head of Corporate Policy
Tel: 020 8489 2509
Email address: helena.pugh@haringey.gov.uk

1. Background

Community engagement and empowerment are central themes within the legislative and national policy framework and underpin many of the changes currently occurring within public services. Community engagement is seen as a key driver in delivering improvements in the quality of public services. As of April 2009, Local Authorities will have a new duty to inform, consult and involve communities in local decisions, policies and services.

Community engagement is not only seen as a tool for improving and developing public services, but is also increasingly seen as an essential process in achieving wider policy goals and aspirations. Therefore community engagement and empowerment are considered essential steps in helping to renew local democracy, improve trust in public institutions, enhancing community cohesion and encouraging an active citizen culture.

National drivers for partner agencies

There are a number of legislative and policy directives which underpin the need to develop a local community engagement framework. Please see Appendix B for details.

Local drivers

The Framework will build on our responsibilities contained within the Sustainable Community Strategy (SCS), which provides the overarching direction for the borough. The two SCS outcomes of **People at the heart of change** and **Be people and customer focused** and relevant LAA indicators below show the HSP's commitment to empowering and engaging local people (overleaf):

- NI1 % of people who believe people from different backgrounds get on well together in their local area
- NI4 % of people who feel that they can influence decisions in their locality
- NI 6 Participation in regular volunteering
- NI 7 Environment for a thriving third sector
- NI140 Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly

Comprehensive Area Assessment (CAA)

The Audit Commission will be testing the level and quality of public engagement and empowerment as part of the CAA assessment process. We will be assessed to see how well vulnerable and marginalised groups are involved in local decision making. One of the three key CAA questions will look at the partnership's understanding of local needs and aspirations and ensure that this knowledge has been used in the development of local priorities. The purpose of this is to ensure that there are clear priorities, based on understanding of need, and that there is a shared commitment to the achievement of these priorities.

The HSP will need to be able to evidence its community engagement work under this new inspection regime, as inspectors will be looking at how effective engagement is, by understanding:

- How well councils and their partners know and engage with their communities, including children, and understand the needs of vulnerable and marginalised groups;
- The extent to which priority outcomes for the area have been defined with the involvement of communities;
- How well communities have been involved in assessing whether priority outcomes have been delivered; and
- The effectiveness of local partners in coordinating community engagement and communicating the impact on their decision.¹

2. Haringey Strategic Partnership's Approach to Community Engagement

On 3 December 2008 the PMG agreed that the HSP would develop a framework to co-ordinate and strengthen community engagement work, and that a multi-agency group would be formed to take forward this work.

On 20 January 2009 the PMG agreed that a draft of the CEF would be taken to the HSP on 26 February 2009 for agreement to public consultation.

Haringey's CEF will reaffirm the commitment of the HSP to community engagement and promote a shared understanding of associated principles. It will also identify and prioritise areas which need further development.

¹ Comprehensive Area Assessment – Framework Document, p.17 (Audit Commission, Care Quality Commission, HM Inspectorate of Constabulary, HM Inspectorate of Prisons, HM Inspectorate of Probation and Ofsted). February 2009.

3. Multi-agency project group

A multi-agency project group to develop the CEF was established in December 2008. Three meetings of the multi-agency project group have been held since December 2008 and representation and involvement from partner agencies has been very strong. See Appendix C for a list of the organisations represented.

The group has developed the aim, objectives, principles and scope of the CEF. The group has undertaken an initial mapping exercise of community engagement work across partner organisations, and will use this to inform the development of the CEF Action Plan.

4. Consultation process

The consultation process is planned to take place in three phases.

An initial consultation process has already taken place to inform the development of the Community Engagement Framework. Details of this initial process are as follows:

Consultation phase 1:

- The first phase of community consultation took place between 19 January 2009 and 13 February 2009.
- 700 voluntary and community groups in the borough were sent a letter from the HSP Chair explaining what the purpose of the CEF and the development process. The groups also received a questionnaire regarding engagement processes, asking for practical suggestions on how HSP partners can engage with different communities in the borough. Please see Appendix D for details.
- These documents were also available online, and the questionnaire could be completed online on the Haringey Council website. The link to this web page was circulated to community groups by HSP partner organisations.
- The CEF has also been discussed and feedback has been given at the following meetings:

Meeting	Date
Haringey Council Policy Network	13 Jan
HSP PMG	20 Jan
HSP Co-ordinators Group	6 Feb
Community Link Forum Event	27 Feb

- 86 community responses have been received. These responses have been used to inform the draft CEF, and will also be used to inform the future development of the CEF Action Plan.

The first phase of consultation has provided the following headline results:

Communities would like to let the HSP know about their needs and interest through:

- Public meetings on specific issues

- Postal surveys

Communities would like the HSP to provide feedback through:

- Features in Haringey People
- Feedback letters

Communities would like councillors and community representatives to gather their views through:

- Meetings on specific issues
- Email

Consultation phase 2:

- The second phase of consultation will take place between 5 March and 21 April 2009
- The consultation document will be sent out to community and voluntary groups and will be available on the Haringey Council website.
- The questionnaire accompanying the document will ask for specific comments on the vision, definition and principles of the CEF – please see Appendix A for details.
- The CEF will also be discussed at the following meetings:

HSP thematic boards:	
Well-Being Partnership Board	2 March
Making a Positive Contribution (sub group of Well-Being Partnership Board)	3 March
Enterprise Board	9 March
Integrated Housing Board	23 March
Safer Communities Executive Board	23 March
Children & Young People’s Strategic Partnership Board	7 April
Better Places Partnership	16 April
Haringey Community Link Forum meeting:	21 April

Consultation phase 3:

- The third phase of the consultation will take place later in the year and will focus on the Action Plan to be developed following agreement of the Framework.

5. Next steps

Following the second consultation phase, the following will take place:

- Consultation responses will inform the final draft of the CEF.
- The CEF will be taken to the HSP for adoption on 27 April 2009.
- The final CEF document will be made available on partner websites
- The multi-agency group will continue to meet for a time-limited period in order to develop the CEF Action Plan and accompanying Equality Impact Assessment.
- The Performance Management Group of the HSP will be responsible for monitoring the development of the Action Plan and its outcomes,

and for reviewing progress against the CEF - initially one year after it is adopted after the HSP.

- The multi-agency project group has started this process by compiling a mapping of the community engagement work currently underway.

Appendices:

Appendix A:	Community Engagement Framework Draft Consultation Document
Appendix B:	National drivers for community engagement
Appendix C:	Organisations represented at CEF multi-agency group
Appendix D:	Consultation documents – phase 1

Appendix B: National Drivers for community engagement

Local Government and Public Involvement in Health Act (2007)

This is the key legislative driver for the development of the community engagement framework as it provides context for engaging people at the local level. From April 2009, Local Authorities have a duty to involve local communities in local decisions, policies and services. Specifically to inform, consult and involve.

- Removes Best Value duty but Local Authorities now have a duty to involve representatives of local people in the provision of services; this goes beyond consultation but specifically requires that local authorities inform, consult and involve.
- Establishes Local Involvement Networks (LINks): to promote and support community involvement in local services
- PCTs have a duty to involve representatives in decision making and report annually on activities.
- Requirement for J

Strong and Prosperous Communities

The White Paper promotes community and neighbourhood engagement. It develops the role of overview and scrutiny in relation to external bodies. It provides new requirements on service providers to engage with Sustainable Community Strategies and LAAs. There are changed requirements for council constitutions, and some limited opportunities for new unitary councils and pathfinders of new forms of two-tier working.

Communities in Control: real people real power (2008)

This White Paper recognises and supports representative and participative democracy at both the national and local level.

- New duty for Local Authorities to promote democracy: *promote voter registration, explain voting, explain registration and explain role of the Councillor.*
- Expansion on duty of Local Authorities to involve: *involve people in developing service and involve people in commissioning of services. Must establish and recognise a panel of representatives of local persons and consult this about LA's proposals.*
- Duty of Local Authorities to respond to petitions concerning its functions: *5% of local population will trigger full council debate also must act on PCT petitions.*
- Councillor Call for Action: local champions to solve ongoing community problems or issues.
- Participatory Budgeting: *All Local Authorities to have schemes up and running by 2012.*
- Structure of council meetings: *Overview & Scrutiny required to have more large scale public meetings, more council meetings in the community, public involvement in topic scrutiny selection.*
- Organisational accountability: summoning senior officers to public meetings

Sustainable Communities Act (2008)

The main thrust of this legislation is it give people more control over improving their community. The act seeks ways to empower localised communities in redressing pressing or intransigent community problems. Key new duties:

- Act requires that Community Panel's are established to direct local spending and to improve services and quality of life of residents.
- LA to demand spending plans of central government (and related agencies) and to reprioritise these funding streams to locally determined issues (to turn around social decline in specific areas).

National Framework for Greater Citizen Engagement – Ministry of Justice

The paper makes a number of suggestions for reinvigorating representative democracy. Although this paper is focused at the national level, by implication these can also be applied locally. The premise of this paper is that active participation is central to a healthy vibrant democracy and can lead to a more shared understanding of local issues and how they may be resolved, builds community cohesion and instil confidence in local institutions.

- Referenda although useful democratic engagement tool should be used as the exception: *Can be sued locally to determine there is a need for a local mayor, similar referendum techniques have been used in education and housing (ALMO).*
- Citizens Juries and Citizens Summits as forms of deliberative engagement: *sample of local communities to consider policy issues and give a verdict. Assisted by briefing papers, access to experts and informed by local political leaders.*
- Petitions: *links to CCFA*

Planning for a sustainable future (2007)

Although primarily concerned with consultations with planning proposals at the national level (such as large infrastructure projects) there is more general guidance on public engagement issued:

- Further guidelines on full and fair opportunities for public consultation and engagement
- New proposals for public consultation on major national projects

Policing Green Paper

The 2008 Policing Green Paper makes a number of recommendations concerning police reform. A chapter on improving the connection between the public and the police recommends:

- The introduction of new Crime and Policing representatives, elected locally, to chair the CDRP and sit on the local Police Authority
- A local 'Policing Pledge' to set out what the public can expect from the police.

Appendix C: Organisations represented at CEF multi-agency group

- College of North East London (CONEL)
- Family Mosaic Housing Association

- Haringey Association of Community and Voluntary Organisations (HAVCO)
- Haringey Council
- Homes for Haringey
- London Fire Brigade
- Metropolitan Police
- NHS Haringey

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Consultation Document:

Haringey's First Community Engagement Framework

March 2009

What is this consultation document about?

This document is asking for your views on the first Community Engagement Framework for the borough of Haringey. The Framework will set out the aim and principles for community engagement in the borough.

Earlier this year we asked you how you would like to be engaged in decision making locally. We have used this information together with views expressed during previous consultations to write a draft Community Engagement Framework.

This consultation is your opportunity to engage in the debate that will influence the final Framework. **No commitment has been made yet to the proposals put forward in this document.** We want to hear what you think the Framework should say and what we should be doing to improve engagement in the borough.

We are happy to translate it into other languages or send it to you in other formats.

Please contact:

Janette Gedge
Consultation Manager
Haringey Council
8th Floor River Park House
225 High Road
London N22 8HQ

E mail: janette.gedge@haringey.gov.uk

Phone: 020 8489 2914

Contents:

Page 3	Why are we developing a Community Engagement Framework?
Page 3	Who is developing the Community Engagement Framework?
Page 4	What are we asking you to do?
Page 5	The Draft Framework
Page 14	What Priority Actions should we undertake?
Page 14	What we will do next

Please see the enclosed questionnaire and freepost envelope.

Why are we developing a Community Engagement Framework?

By developing a Community Engagement Framework we aim to raise the profile, improve the quality and achieve better co-ordination of community engagement locally. Benefits for local people will include:

1. Empowering people to define and shape their own community
2. Responsive services tailored to meet people's needs
3. Better informed citizens
4. Encouraging democratic involvement
5. Building responsible citizenship
6. Building capacity of people to take part in engagement activities
7. Improving relationships between partner agencies and the public
8. Better monitoring and measuring of performance
9. Meeting our statutory obligations

Who is developing the Community Engagement Framework?

The Framework is being developed by the Haringey Strategic Partnership (HSP). The HSP is an alliance of local public agencies, community groups and businesses working together to improve public services and address the key issues in the borough. The HSP's aim is to improve local public services through working together and that is why your views on the Community Engagement Framework are important.

The Haringey Strategic Partnership is made up of the representatives from the organisations below:

- College of North East London (CONEL)
- Faith Communities in Haringey
- Greater London Authority
- Haringey Association of Voluntary & Community Organisations (HAVCO)
- Haringey Council
- Haringey Members of Parliament
- Haringey Registered Social Landlords
- Haringey's Community Link Forum
- Homes for Haringey
- Job Centre Plus
- London Fire Brigade
- Metropolitan Police
- Middlesex University
- New Deal for Communities
- NHS Haringey

What are we asking you to do?

We would like you to read this consultation document on Haringey's first Community Engagement Framework and let us know your views by completing the accompanying questionnaire.

Please give us your views either by:

- completing and returning the accompanying questionnaire in the freepost envelope or
- completing the questionnaire online at www.haringey.gov.uk/framework

PLEASE RETURN THE QUESTIONNAIRE BY 16 April 2009

If you have any questions please get in touch with the Corporate Policy Team using the contact details below.

Your views will be used to produce the final version of the Community Engagement Framework. We aim to take this to the Haringey Strategic Partnership Board on 27 April 2009 for final agreement. The final version of the Framework will be available at www.haringey.gov.uk/framework or as a hard copy from:

Corporate Policy Team
Haringey Council
7th Floor River Park House
225 High Road
London N22 8HQ

E mail: policy@haringey.gov.uk

Phone: 020 8489 2979

Thank you for taking part in this consultation. We look forward to hearing your views.

Yours sincerely

Cllr Claire Kober
Chair, Haringey Strategic Partnership

Haringey's first Community Engagement Framework: *Working together transparently so communities can influence and improve public services*

Executive Summary

Haringey's first Community Engagement Framework (CEF) reaffirms the Haringey Strategic Partnership's understanding of and commitment to community engagement.

Our **definition** of community engagement includes the following activities:

- Informing
- Consulting
- Researching
- Involving
- Collaborating
- Empowering

The **aim** of the Framework is to enable the Haringey Strategic Partnership (HSP):

'To engage with local communities and empower them to shape policies, strategies and services that affect their lives.'

The Framework will develop and extend good practice across organisations in the partnership. It does not prescribe community engagement activity, but acts as a guide to inform community engagement work.

The Framework includes clear **principles** to be used when carrying out community engagement activities in Haringey. The HSP partners will:

- Work in partnership to join up our engagement activities
- Engage when it will make a difference
- Be clear about what we are asking
- Be inclusive and aim to engage with all communities where appropriate
- Communicate the results of engagement activity

An Action Plan to accompany the Framework will be developed to identify the outcomes and related priorities for improving community engagement in the borough.

Foreword by the Chair of the Haringey Strategic Partnership

We are not starting from scratch. We recognise that good community engagement activity has and is happening in the borough. However, this is the first time that the HSP has taken a common approach to community engagement. Through the development and implementation of the Framework we hope to raise the profile, improve the quality and achieve better co-ordination of community engagement locally. Our purpose is to improve people's lives and the quality of public services, and make better use of resources.

To help us develop the Framework, we listened to what people have told us, reflected on previous and current community engagement in the borough and looked at research that has already been done here¹ and elsewhere in the country. This includes consideration of recent developments in national government policy and legislation, particularly the Government's white paper 'Communities in Control' and the new 'duty to involve' in the Local Government and Public Involvement in Health Act 2007.

The Framework has been signed up to by all members of the HSP and therefore applies to all the organisations on and sub groups under it.

Signatories to the framework

To be inserted

DRAFT

1. Introduction

¹ *Public officials and community involvement in local services*, Joseph Rowntree Foundation, November 2008

Community engagement goes far beyond just consulting local people and communities. It lies at the heart of the services provided by the organisations that make up the Haringey Strategic Partnership.

As Hazel Blears MP, Secretary of State for Communities and Local Government, has stated, community engagement is central to local service delivery:

"Bringing government closer to people, passing power from Whitehall to the town hall and direct to local communities, isn't just the right thing to do. It's the best way to revitalise the local roots of our democracy... the surest way of making local services reflect people's needs [and] the only way we can get to grips with some of the biggest challenges we face – from climate change to childhood obesity."

(Speech to the Development Trusts Association Annual Conference, 17 September 2007)

Appendix A describes the national context for this work.

2. Why a Community Engagement Framework?

There are a number of compelling reasons why community engagement is central to the work of the HSP. Engaging with our local communities will help us to meet our Sustainable Community Strategy vision of:

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

The **benefits** of achieving our vision are described below:

- 1. Empowering people to define and shape their own community:**
People have a right to shape and influence their own community. Getting people involved in shaping their own communities can help to create a greater sense of belonging.
- 2. Responsive services tailored to meet people's needs:**
Community engagement is central to evidence based policy and practice. Engagement with local people will help to plan and develop services that are more appropriate and responsive to their needs.
- 3. Better informed citizens:**
Engaging with local communities can bring greater understanding of the HSP policies and priorities. Community engagement can help to explain to local people the competing demands on local resources and help to manage expectations.
- 4. Encouraging democratic involvement:**
Community engagement is an exercise in participatory democracy which many people enjoy. The expansion and development of community engagement can reinvigorate the democratic process.
- 5. Building responsible citizenship:**

If communities are able to play a significant role in improving the area they live in they are more likely to develop a greater sense of responsibility or ownership. This strengthens the role of communities in the management of their neighbourhoods.

6. Building capacity of people to take part in engagement activities:

Community engagement can help to build the capacity of participants by developing their knowledge and skills. They will learn about their community, its issues, organisational structures and processes. Community engagement can also help to develop practical skills: for example, communication, surveying and interviewing.

7. Improving relationships between partner agencies and the public: Community engagement makes organisations more accessible and open to the communities they serve which can, in turn, make services they provide more responsive to the needs of communities.

8. Better monitoring and measuring of performance:

Community engagement, as performed through quantitative and qualitative assessments (surveys, focus groups and interviews) will provide the HSP with evaluative feedback essential for establishing baseline data and monitoring performance.

9. Meeting our statutory obligations:

There are a number of statutory obligations on the HSP to engage with communities. Consultation is at the core of the Sustainable Community Strategy and community involvement is important in building local evidence for assessments within the Comprehensive Area Assessment.

3. What do we mean by engagement?

There are many different words used to describe community engagement – ‘empowerment’, ‘involvement’, ‘consultation’ and ‘research’ are just a few. All of these activities are important in engaging communities. All are equal in merit. Different methods are used for different circumstances.

In Haringey we have defined the following different types of activity as community engagement:

- Informing
- Consulting
- Researching
- Involving
- Collaborating
- Empowering

All these activities include getting the participants’ views on the activity as well as feeding back the results of it to those who took part. Examples of these different types of community engagement are outlined on the following page.

Informing:
This is the simplest level of engagement and is about giving information to all communities and stakeholders
e.g. Websites, newsletters and leaflets

Consulting:
This is used to have a dialogue with our citizens to inform decision-making
e.g. Consultation on the Sustainable Community Strategy, Local Area Assemblies

Researching:
Research is undertaken in order to gain new knowledge and understanding of our community
e.g. NHS community survey

COMMUNITY ENGAGEMENT Activities

Empowering:
This is the most ambitious level of engagement where communities develop and implement their own plans with support from the statutory and voluntary sector
e.g. Residents Associations, Learning Disabilities services run by service users

Collaborating:
This involves people and organisations both deciding and acting together and also sharing responsibility
e.g. Haringey Community Link Forum

Involving:
This is where citizens are involved in decision-making on the future of their communities and their neighbourhoods **e.g. Safer Neighbourhood Ward Panels, Young Advisors to Council**

Q1. Are these the right types of community engagement for Haringey?
Q2. Are there any other activities that should be included? If so, what are they?
Q3. Are these descriptions of community engagement activities clear? If not please describe...

4. What are the HSP's existing commitments to community engagement?

This Framework builds on our responsibilities contained within the Sustainable Community Strategy (SCS), which provides the overarching direction for the borough. The principles of this Framework support **all** of the SCS outcomes, and in particular:

- **People at the heart of change**
- **Be people and customer focused**

Haringey's Local Area Agreement also clearly demonstrates the HSP's commitment to community engagement. It contains the following indicators, which will allow us to measure and monitor this Framework:

- NI1: Percentage of people who believe people from different backgrounds get on well together in their local area
- NI4: Percentage of people who feel that they can influence decisions in their locality
- NI 6: Participation in regular volunteering
- NI 7: Environment for a thriving third sector
- NI140: Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly

5. Aim and Objectives of Haringey's Community Engagement Framework

The **aim** of this Community Engagement Framework is to enable the HSP partners:

'To engage with local communities and help empower them to shape policies, strategies and services that affect their lives.'

Q4. Do you think this is the right aim for the Community Engagement Framework? If not, what aim would you suggest?

Specific objectives are:

- To ensure we focus on those issues which local people care about
- To ensure that community engagement is inclusive by giving citizens the opportunity to express their views and know that these views will be listened to and respected
- To ensure that the outcomes of community engagement are used to plan and deliver services, strategies and policies that reflect the needs and aspirations of local communities
- To ensure that communities are aware of the impact of their input
- To provide clarity for local partners and local people about the opportunities there will be to shape services and what the benefits might be

- To build trust between our communities and the HSP
- To ensure that the HSP has a clear understanding of Haringey's communities and a commitment to engaging with them
- To enhance community leadership by ensuring that voluntary and community organisations are effectively represented across the HSP
- To promote the principles of community engagement within the work of all agencies of the HSP and ensure that engagement is carried out to a consistently high professional and ethical standard
- To establish a coordinated and consistent approach to community engagement including better use of resources and sharing information between partners

The Framework develops and extends good practice across organisations in the partnership. It does not prescribe community engagement activity, but acts as a guide to inform community engagement work across the HSP. It draws together the actions of partners.

***Q5. Do you think these are the right objectives for the Framework?
If not, what others would you suggest?***

6. Haringey's Community Engagement Principles

Haringey Strategic Partnership has developed a set of principles to be used in carrying out community engagement activities.

We will:

1. Work in partnership to join up our engagement activities

- Work together to co-ordinate engagement activities and resources where possible, to avoid duplication and over-engagement
- Adopt the Compact way of working which promotes good practice in partnership working

2. Engage when it will have make a difference

- Engage where there is a real opportunity for people to influence decisions
- Engage when an initiative will have direct implications for local people
- Engage where there is an identified lack of knowledge among HSP partners

3. Be clear about what we're asking

- Make the aim of engagement clear
- Be honest about what can and can't be achieved or influenced from the beginning
- Ensure that participants understand what they are taking part in and how their views will be used
- Ensure that there are engagement opportunities from the beginning of any process to develop policies, strategies and services

- Ensure that participants understand when consultation has finished and what will happen next
- 4. Be inclusive and aim to engage with all communities where appropriate**
- Take into account particular needs of individuals or groups and aim to overcome any difficulties people may have in engaging
 - Aim to involve communities that do not usually engage
 - Ensure that communities who are directly affected by an initiative are aware of engagement opportunities
 - Ensure that engagement methods are accessible and appropriate to the communities or individuals who are participating
- 5. Communicate the results of engagement activity**
- Ensure that participants receive feedback as soon as possible, and that they are told when this will be
 - Ensure that communities who are affected by an initiative receive feedback on engagement activities, through a variety of channels where appropriate
 - Give participants the opportunity to feed back to us on the engagement process
 - Review and evaluate the engagement process and learn from it
- 6. Build capacity of communities to take part in engagement activities**
- Ensure that the statutory and voluntary sector are supported to develop their skills and capacity in order to facilitate communities to engage effectively

Q6. Do you think these are the right principles for community engagement in Haringey? If not, what others would you suggest?

7. How was this Framework developed?

We set up a multi-agency project group to develop this Framework. This included representatives from:

- College of North East London (CONEL)
- Family Mosaic Housing Association
- Haringey Association of Voluntary and Community Organisations (HAVCO)
- Haringey Council
- Homes for Haringey
- London Fire Brigade
- Metropolitan Police
- NHS Haringey

This group undertook engagement activities with local stakeholders, community groups and individuals to make sure the Framework focuses on those issues which local people care about. Engagement activities included: (**details to be written following all consultation activities**)

8. How will we implement the Framework?

During the process of developing the Framework key actions will emerge as being essential to improving community engagement in Haringey and achieving the aim and objectives of the Framework.

The partner organisations will work together to deliver the aim of the Framework and the multi-agency group will lead on the development of priorities and an accompanying action plan which will be monitored by the Performance Management Group of the HSP. The multi-agency project group has started this process by mapping existing community engagement work. This will be developed further following consultation on this draft framework.

While it is unlikely that the Framework will change significantly, it will be reviewed after one year to ensure that it is having a positive impact on the way community engagement is undertaken in Haringey. After this, the Framework will be reviewed every three years by a multi-agency group.

Q7. Do you think this is the timescale and process for reviewing the Framework? If not, could you give another suggestion?

Equalities Impact Assessment:

An initial Equalities Impact Assessment (EIA) of the Framework is being carried out on the Framework and will be available at www.haringey.gov.uk/framework. A full EIA will be undertaken when the Action Plan is developed.

Further information:

For further information on Haringey's Community Engagement Framework please contact: **(to be confirmed)**

What Priority Actions should we undertake?

Having considered the draft aim and principles of the Framework, we would like you to think about priority actions we should undertake to help us to achieve them. Some suggestions are given below. We would like to know what your **top 3 priority actions** would be, **either from those listed below or any new actions you would like to suggest**.

The suggested actions below are listed in no particular order:

- A. Publicise details of engagement opportunities in Haringey
- B. Investigate the potential for a common approach to research to be used across HSP partner organisations
- C. Set up a cross-sector engagement development programme that can be undertaken by community groups, frontline staff, policy staff and community representatives
- D. Ensure community engagement awareness and the COMPACT way of working is part of staff induction programmes in all statutory agencies
- E. Establish an evaluation process for all engagement activities to:
 - ensure that we use the results to improve local services
 - identify best practice and learn from mistakes
- F. Establish an annual conference for engagement workers

Q8. What would your top 3 priority actions be, either from those listed or any new actions you would like to suggest?

Q9. Do you have any other comments or suggestions to make about the Framework?

What we will do next

Your views will be used to produce the final version of the Community Engagement Framework. We aim to take this to the Haringey Strategic Partnership on 27 April 2009 for final agreement. The final version of the Framework will be available at www.haringey.gov.uk/framework or as a hard copy from:

Corporate Policy Team
Haringey Council
7th Floor River Park House
225 High Road
London N22 8HQ

E mail: policy@haringey.gov.uk
Phone: 020 8489 2979

Appendix A

National Policy Context

Over the past few years, central government has placed increasing emphasis on how councils empower and engage people in all aspects of local public services. This is seen as essential to help renew local democracy, improve trust in public institutions, enhance community cohesion and encourage an active citizen culture.

The Government's White Paper on community engagement, 'Communities in control: real people, real power' sets out new duties for local authorities to engage with and empower local people. As of April 2009, local authorities have a duty to inform, consult and involve communities in local decisions, policies and services.

The following national policies demonstrate central government's drive towards involving communities:

- Local Government and Public Involvement in Health Act (2007)
- White Paper: Strong and Prosperous Communities (2006)
- White Paper: Communities in Control: real people real power (2008)
- Sustainable Communities Act (2008)
- Discussion Paper: National Framework for Greater Citizen Engagement (2008)
- Planning for a sustainable future (2007)
- Draft Local Democracy, Economic Development and Construction Bill (2008)
- Draft Policing and Crime Bill (2008)
- NHS Act (2006)

Definitions

Communities and Local Government (CLG) define community engagement as *'the process whereby public bodies reach out to communities to create empowerment opportunities'*.

CLG definition of empowerment is *'the giving of confidence, skills and power to communities to shape and influence what public bodies do for or with them.'*²

The Metropolitan Police define community engagement as *'the proactive harnessing of the energies, knowledge and skills of communities and partners not merely to identify problems but also to negotiate priorities for action and shape and deliver solutions.'*³

The National Institute for Health and Clinical Excellence guidance on community engagement states that it *'refers to the process of getting communities involved in decisions that affect them.'*⁴

² See *An Action Plan for Community Empowerment: Building on Success* (CLG, 2007), p.12 for both definitions

³ See the Metropolitan Police Authority and Metropolitan Police Service, *Community Engagement Strategy 2006-2009*, p.5

⁴ See National Institute for Health and Clinical Excellence Public health guidance 9, *Community engagement to improve health*, February 2008, p.5

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Appendix D: Consultation Documents – Phase 1



Partnerships Team,
Level 7, River Park House,
225 High Road, Wood Green,
London, N22 7AH
020 8489 2914

15 January 2009

Dear Colleague

We are in the early stages of developing Haringey's first Community Engagement Framework, and are inviting people and organisations in the borough to contribute their views and ideas. We want to know your thoughts on how more people in Haringey can influence local decision making.

The Community Engagement Framework will draw together engagement activities such as consultations and community involvement projects.

The Haringey Strategic Partnership is an alliance of local public agencies, community groups and businesses working together to improve public services and address the key issues in the borough (the members are listed overleaf). Haringey Strategic Partnership's aim is to improve public services in the borough through working together and that is why your views on the Community Engagement Framework are important.

The questionnaire will only take a few minutes of your time and we would like your views back by **9 February 2009**. To send us your comments you can either:

1. Fill in the attached questionnaire and return it using the pre-paid envelope provided
2. Complete the questionnaire online at www.haringey.gov.uk/haveyoursay

Your comments will be used to develop the first draft of the Framework which we will send you so you can see how your views have developed the Framework. This will also provide you further opportunity to contribute to the final Framework before it is agreed by the HSP in April.

We look forward to hearing from you.

Yours sincerely

Councillor Claire Kober
Chair, Haringey Strategic Partnership

The **Haringey Strategic Partnership** is made up of the following representatives:

- Haringey Council
- Metropolitan Police
- NHS Haringey
- Job Centre Plus
- New Deal for Communities
- College of North East London (CONEL)
- Middlesex University
- Haringey Association of Voluntary & Community Organisations (HAVCO)
- Haringey's Community Link Forum
- Faith Communities in Haringey
- Greater London Authority
- Haringey Members of Parliament
- Haringey Registered Social Landlords
- Homes for Haringey

COMMUNITY ENGAGEMENT QUESTIONNAIRE



Name:

Organisation (if appropriate):

E-mail address:

1. What are the best ways for communities to let the Haringey Strategic Partnership (HSP) know about their needs and interests? (Please select up to two responses)

- Postal surveys
- Online surveys
- Letters to the HSP on specific issues
- E-mails to the HSP on specific issues
- Public meetings on specific issues
- Any other suggestions

- Articles in local newspapers
- At public meetings
- Any other suggestions

2. What is the best way for councillors and community representatives to gather your views to help develop services? (Please select up to two responses)

- Door to door surveys
- Councillor surgeries
- Public meetings
- Meetings on specific issues
- E-mail
- Via websites
- Any other suggestions

4. Do you have any other practical suggestions on how the HSP can engage with, and reach out to, all communities so that they feel included?

5. Is there anything else you would like to add?

3. How can the HSP make sure you know that the information you give us has been used to set local priorities? (Please select up to two responses)

- Feedback letters
- Features in Haringey People
- Feedback on websites

Please return your completed questionnaire in the enclosed pre-paid envelope by 9 February 2009.

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Meeting: Haringey Strategic Partnership

Date: 26 February 2009

Report Title: Local Area Agreement 2nd and 3rd Quarter Performance Report

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

1. Purpose

1.1 To provide quarters two and three 2008/09 update against the Local Area Agreement targets under Haringey's Community Strategy priorities.

2. Summary:

2.1 In June 2008 Haringey signed a new Local Area Agreement replacing a previous agreement signed in April 2007.

2.2 This report provides the latest available performance information on the 80 indicators contained within our LAA under Haringey's Community Strategy priorities.

2.3 For a number of the LAA indicators data becomes available once a year, where information was not available the report shows the latest available data which gives an indication of where current performance is.

2.4 On 14 October the Secretary of State announced that he was ending schools' requirement to run National Curriculum tests at the end of Key Stage 3, therefore GOL confirmed deletion of the NIs 74, 83, 95, 96, 97 and 98.

2.5 Known risk areas at this point are:

- Under 18 conception rate
- Prevalence of Chlamydia
- Recycling
- Repeat victimisation of domestic violence
- Number of people of incapacity benefit for more than 6 months helped into sustained employment.

2.6 In addition to ensuring that we manage the risk in relation to the above areas we need to be aiming to fill any gaps in the data as soon as it becomes available. Although non-availability of data may be a national issue in some areas, for some of the local indicators we should be able to collect the necessary information.

2.7 Good progress has been made in gathering missing data. 19 indicators which had missing data in Quarter 1 have now got data. Performance in Quarter 3 has

been good in some areas and the performance against the thirteen stretch targets is strong.

3. Legal/Financial Implications

- 3.1 The Chief Financial Officer has been consulted on the contents of this report and notes the positive progress made on the 13 stretch targets. Members should note that final assessment and payment of the performance reward grant (PRG) will not take place until the end of the final year i.e. 2009/10. It should also be borne in mind that the actual sum paid depends on the level of stretch attained.
- 3.2 The Council and all its Member bodies must have regard to every relevant local improvement target under the Local Area Agreement when exercising the Council's functions.

4. Recommendations

- 4.1 To review Quarters 2 and 3 performance for the Local Area Agreement.
- 4.2 To consider remedial actions to be taken to address areas of risk.

For more information contact:

Name: Eve Pelekanos
Title: Head of Policy and Performance
Tel: 020 8489 2971
Email address: eve.pelekanos@haringey.gov.uk

5. Background

- 5.1 In June 2008 Haringey signed a new Local Area Agreement replacing a previous agreement signed in April 2007. The new LAA was developed within a new framework whereby 35 targets were chosen, selected from a list of 198 new national indicators. These 35 improvement targets encompass our key priority area for the next three years. In addition to the 35 there are 16 mandatory education and early years' targets. Where local priorities were not reflected within the potential 198 indicator list, 29 local indicators have been developed.
- 5.2 As part of the 2007 LAA 13 'stretch' targets were agreed, these cover the period 2007-2010 and upon achievement of set targets the partnership will receive approximately £9 million. Where these stretch indicators are not reflected in the 35 targets they have been included as local indicators until 2010.

- 5.3 The scorecard in Appendix 1 shows quarters two and three performance or the most recent available performance information for the 35 improvement targets, 16 education and early years' targets and the 29 local indicators including stretch targets.
- 5.4 On 4 March 2008, the Performance Management Group of the HSP agreed to monitor the performance of the Local Area Agreement and projects funded through the Area Based Grant (ABG) on a quarterly basis.

How traffic lights are allocated in Appendix 1:

- green: = target achieved / performance better than planned
- amber: = just below target (normally a 5% tolerance)
- red: = target not achieved / below expectation

6.0 Exception Report

- 6.1 This report reviews performance against 80 indicators. 27 are reported as green, 6 as amber, 15 as red and 32 data missing. A number of these are for educational attainment.
- 6.2 Areas for focused review by the partnership are:
- Under 18 conception rate
 - Prevalence of Chlamydia
 - Recycling
 - Repeat victimisation of domestic violence
 - Number of people of incapacity benefit for more than 6 months helped into sustained employment

HSP Quarters 2 and 3 Exception Report 2008/09

Generated on: 04 February 2009

CY02_P_N0112 Under 18 conception rate

The change in the rate of under-18 conceptions per 1000 girls aged 15-17 as compared with the 1998 baseline rate (expressed as a percentage of the 1998 rate)

Outcome Lead	Peter Lewis
Portfolio	Children and Young People Portfolio
Sustainable Community Strategy Outcome	Healthier people with a better quality of life



Red



ABG Funding: £ 272,037

Cosmic (£4,358); Substance Misuse Coordinator (£4454); Teenage Pregnancy Local Implementation Grant (£170,000); TP sexual health (£51,375); 4YP (Bus) (£32,125); Libraries for life (£9,725)

Explanation of current performance

The graph shows that there is an increase in the first two quarters of 2007 in under 18 conception rates rather a decrease as per our target.

Data is provided from ONS and relates to conceptions in a certain period but is not collated until the birth, so there is a time lag in excess of a year.

The marked difference between Q1 and Q2 is attributed to seasonal variations. Haringey's performance is below the All England and London Averages.

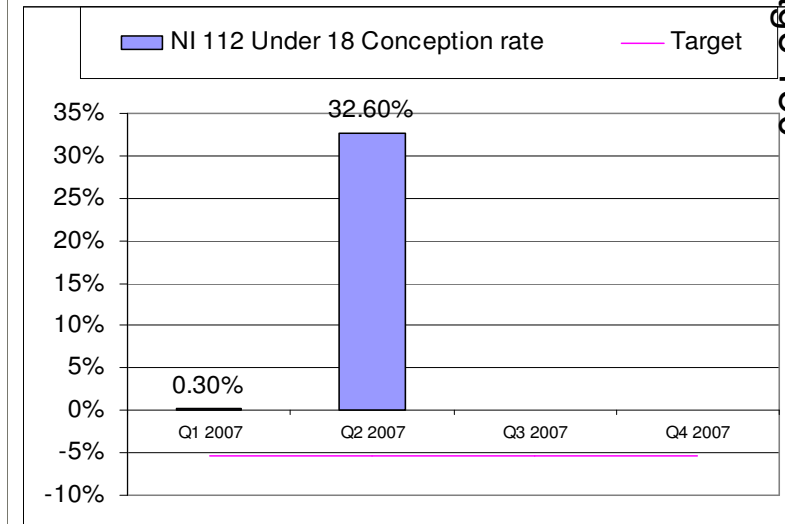
Current Activities

The Teenage Pregnancy Strategic Partnership Board has fully engaged the support of the Teenage Pregnancy National Support Team and Regional Teenage Pregnancy Coordinator and Government Office for London in the following areas:

- an extension of the needs assessment being carried out and the implementation of Haringey's local monitoring data set;
- the inclusion of Haringey as a pilot for the new Sex and Relationships Education Spiral Curriculum for 5 – 16 year olds;
- a mapping of all recommendations from the TPNST's visit against the Action Plan 08/09;
- support with two conferences and related workshops in order to revitalise and accelerate all our stake holder's involvement with the Strategy and Action Plan 08/09.

	Value	Target
Q1 (2007)	0.3%	-5.3%
Q2 (2007)	32.6%	-5.3%
Q3 (2007)	6.4%	-5.3%
Q4		-5.3%

	Value	All England - Average	London Boroughs - Average
2006	2.2%	-13.3%	-11.1%



Quarter 2 progress against Area Based Grant funded projects is reported by the project manager as follows:

- to develop the capacity of Children's Centres to reach teenage parents - AMBER
- to ensure every teenage parent accessing the project has a support plan which includes education, employment & training and exit strategies - GREEN
- to ensure that referral routes into the service are universally understood and that the CAF procedures are used consistently - GREEN
- to support the PCT 4YP service to improve outreach targeted provision - AMBER
- to work with community and neighbourhood groups in areas identified as specific hotspots to address sexual health and conception / contraception issues - AMBER
- to develop work with young fathers and potential young fathers - AMBER

Best Practice

The following boroughs have achieved significant reductions between 1998-2006:

- Hammersmith & Fulham -36.5%
- Hackney -28%
- Tower Hamlets -24.2%
- Newham -20.5%

DCSF attribute success to engagement with delivery partners, a senior local champion, effective sexual health services, prioritisation of sex and relationship education, focus on targeted interventions, training on sex and relationships for partner organisation, a well resourced youth service and a good local communication strategy.

Emerging Risk

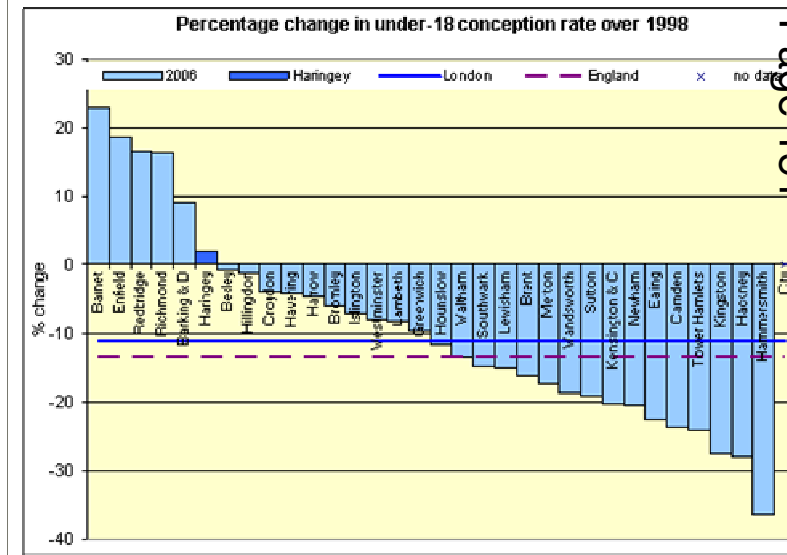
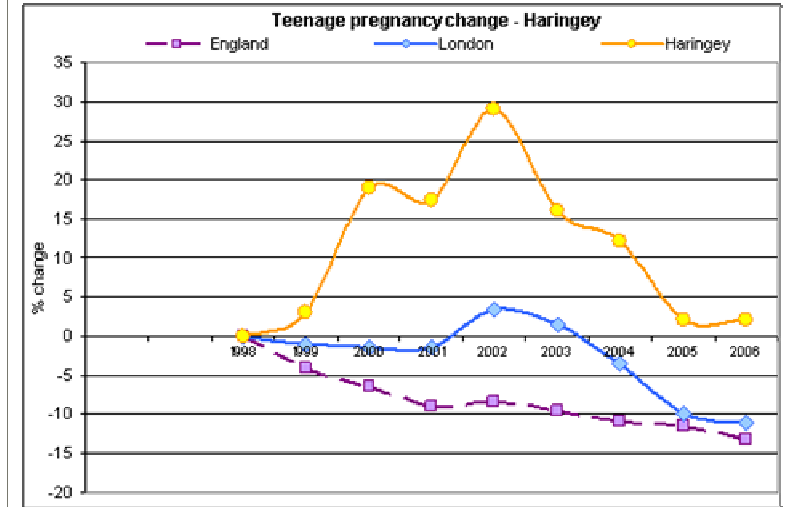
Impact on local public services and the well being of children and young people.

Performance discussion date:

Scrutiny Report March 2006
 Cabinet considered Scrutiny recommendations July 2006
 Scrutiny Update February 2008

Equality Impact

To be analysed.



AC02_P_N0113a Prevalence of Chlamydia in under 25 year olds - Part 1 - Chlamydia screens/tests

This indicator is measured in two parts:
 - The percentage of population aged 15- 24 accepting a Chlamydia test (to be measured in Year 1, 2008/09, of the introduction of this indicator. This information will be used as a basis of performance for subsequent years)
 - The number of positive diagnosis for Chlamydia in the resident population aged 15-24 (measured from 2009/10)

Outcome Lead	Tracey Baldwin
Portfolio	Children and Young People Portfolio
Sustainable Community Strategy Outcome	Healthier people with a better quality of life

●
↑

Red

ABG Funding: £ 93,225
 TP sexual health (51,375); 4YP (32,125); Libraries for life (9,725)

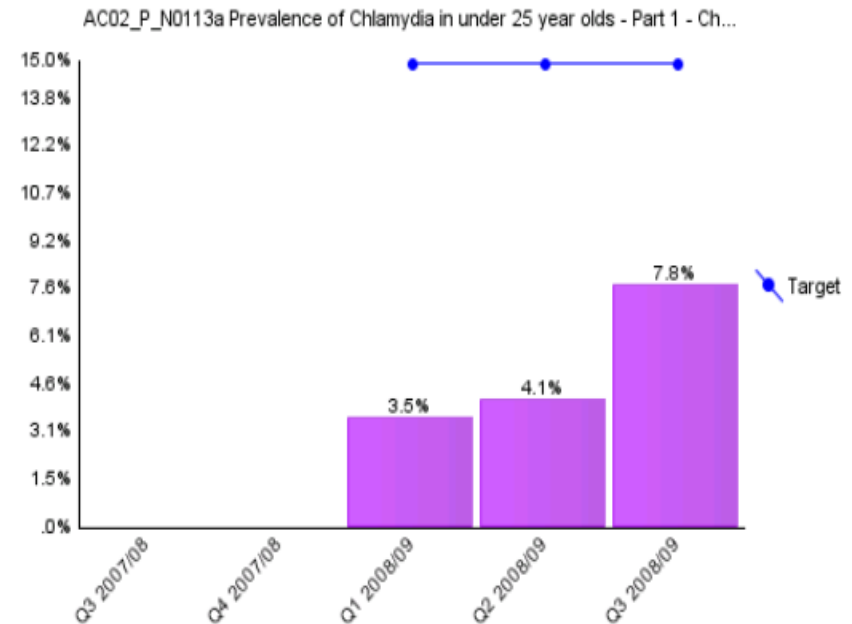
Explanation of current performance
 The target is to screen 15% of the population aged 15 to 24. The graph is showing that as at quarter 3 of 2008/09 7.8% of young people (15 to 24 years of age) have been screened

- Current Activities**
 Activities undertaken to increase levels of screening include:
- Expansion of the number of sites offering Chlamydia screening, supported by a social marketing campaign developed by Exposure
 - Extended Local Enhanced Service for GPs which will increase the screening uptake of 15-24 year olds in primary care.
 - A pilot system to help GPs invite young people to use the postal screening service. A Turning the Curve exercise has taken place aimed at improving the uptake of Chlamydia screening.
 - Developing a screening service through pharmacies to make this service more accessible new investment in an outreach service to encourage young people at colleges to take up screening.

Emerging Risk
 Increase in the prevalence of Chlamydia among this group of young people.

2008/09	Value	Target
Q1	3.5%	15.0%
Q2	4.1%	15.0%
Q3	7.8%	15.0%
Q4		

	Value	All England - Average	London Boroughs - Average
2007/08	3.3%		



Best Practice

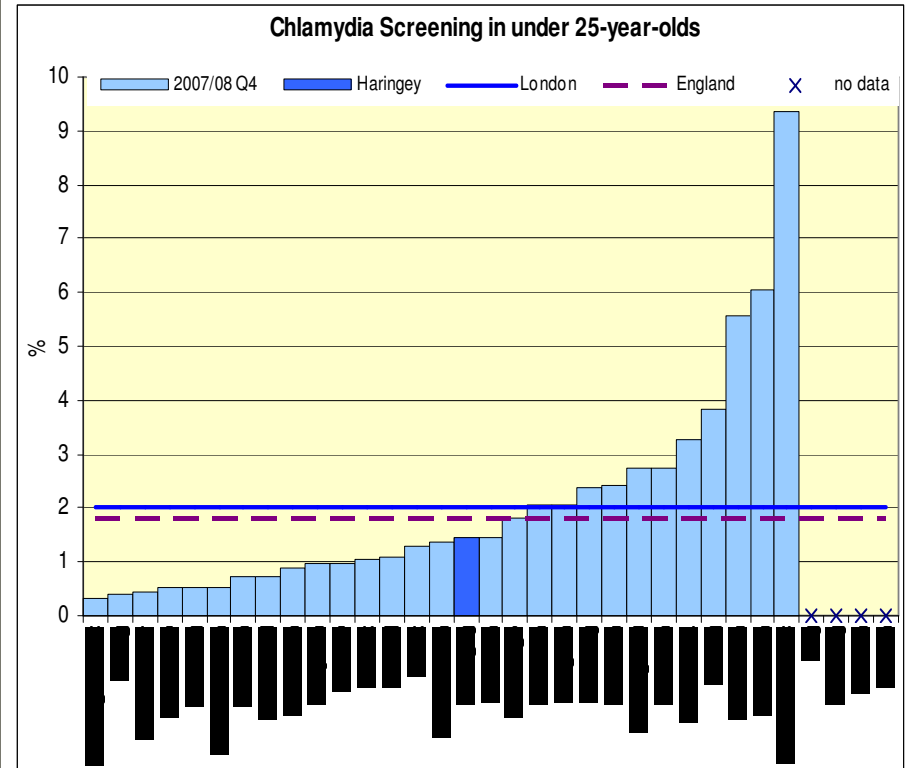
Comparative performance for 2007/08 is shown in the chart opposite.

Performance discussion date

HSP meeting 4 November 2008

Equality Impact

To be analysed



UE08_H_N0192 Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)

The percentage of household waste arising which have been sent for reuse, recycling, composting or anaerobic digestion

Outcome Lead

Niall Bolger

Portfolio

Environment and Conservation Portfolio

Sustainable Community Strategy Outcome

An environmentally sustainable future



Red



PRG Funding: £ 704,419

ABG Funding: £ 215,000

Explanation of current performance

The chart opposite shows that recycling rates have increased marginally over this financial year but are below the target of 28%.

Below target performance is due to the recycling rate and tonnages apportionment from North London Waste Authority being less than forecast, and changes in the method of apportioning household and non-household waste such that more waste is counted as household waste than previously.

Current Activities

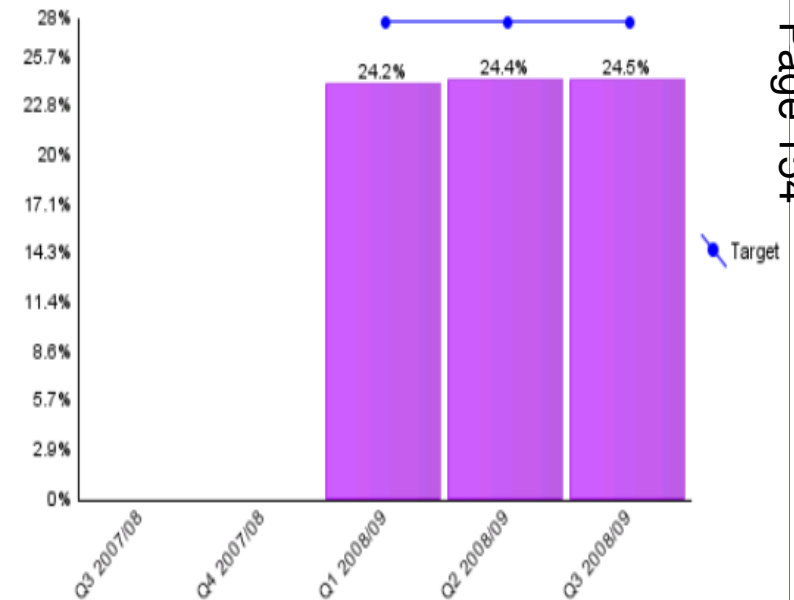
Action taken to increase recycling include:

- Trial project to supply compostable liners for free to residents to encourage participation in food waste recycling service.
- Work with ReStore Community Projects to improve capture of recyclables or reusable items at interface with Haringey Enterprise.
- Introducing a scheme to recycle proportion of street cleansing waste.
- Investigating the quarterly apportionment process, reviewing all information provided by NLWA and checking NLWA tipping records to ensure all recyclable material is accounted for against the correct accounts.
- Ensuring that Edmonton's bulk waste recycling process is fully utilised.

2008/09	Value	Target
Q1	24.2%	28%
Q2	24.4%	28%
Q3	24.5%	28%
Q4		

	Value	All England - Average	London Boroughs - Average
2007/08	25.4%	34.5%	25.5%

UE08_H_N0192 Percentage of household waste sent for reuse, recycling an...



Emerging Risk

Not achieving the target will result in the loss of all or part of the Performance Reward Grant.

Best Practice

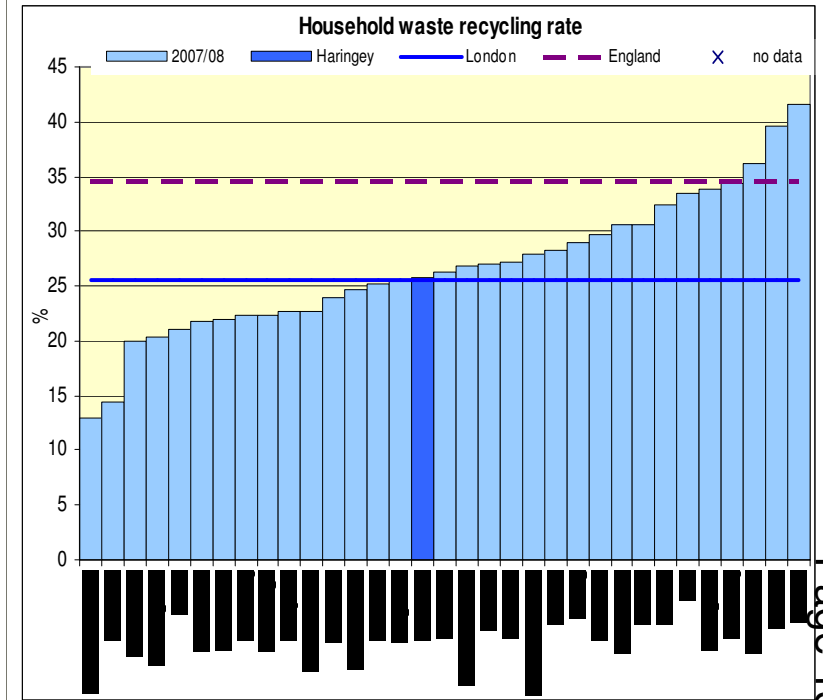
The charts opposite show comparative performance and the rates other London authorities are achieving.

Performance discussion date

Scrutiny Review : 28 April 2008

Equality Impact

TBC



UE03_H_L0046 Number of people on incapacity benefits helped into sustained work (2007 - 2010 stretch target)

The number of people who have been claiming Jobseekers Allowance for 6 months or more helped into sustained employment of at least 16 hours per week for 13 consecutive weeks or more, as measured by LB Haringey performance data.

Outcome Lead	Niall Bolger
Portfolio	Enterprise and Regeneration Portfolio
Sustainable Community Strategy Outcome	Have economic vitality and prosperity shared by all

	Value	Target
Q1 2008/09	2	85
Q2 2008/09	1	85
Q3 2008/09	3	85
Q4 2008/09		

	Value	All England - Average	London Boroughs - Average
2007/08	9	N/A	N/A

Red



PRG Funding: £704,419

Explanation of current performance

Achieving this stretch target remains a significant challenge. Other London Boroughs such as Islington and Bromley are also struggling with similar targets and are unlikely to meet them.

Current Activities

Haringey Guarantee project with PCT Working for Health linked to GP surgeries and health centres
Condition Management Programme working with longer term sick and IB claimants

Emerging Risk

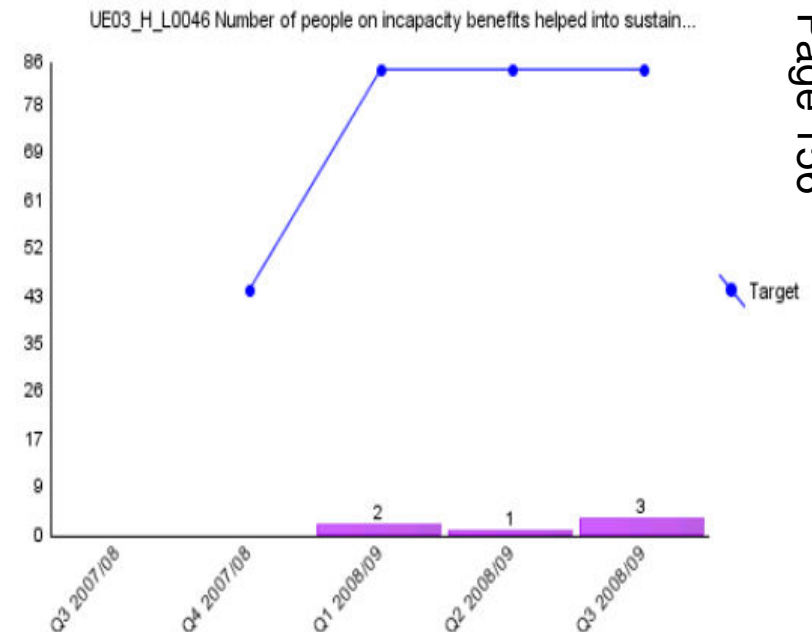
Not meeting this target will result in the loss of the £704,419 Performance Reward Grant. Negotiations are under way to remove this indicator from the LAA. However, alternatives need to be considered as local indicators. Haringey has a comparatively low employment rate. The Partnership needs to be playing a key role in addressing this.

Best Practice

Not aware of any particular examples of good practice on this. Reed's Pathways to Work contract is struggling with long term IB claimants and has not reported any sustained jobs with new claimants since their project began in April 2008.

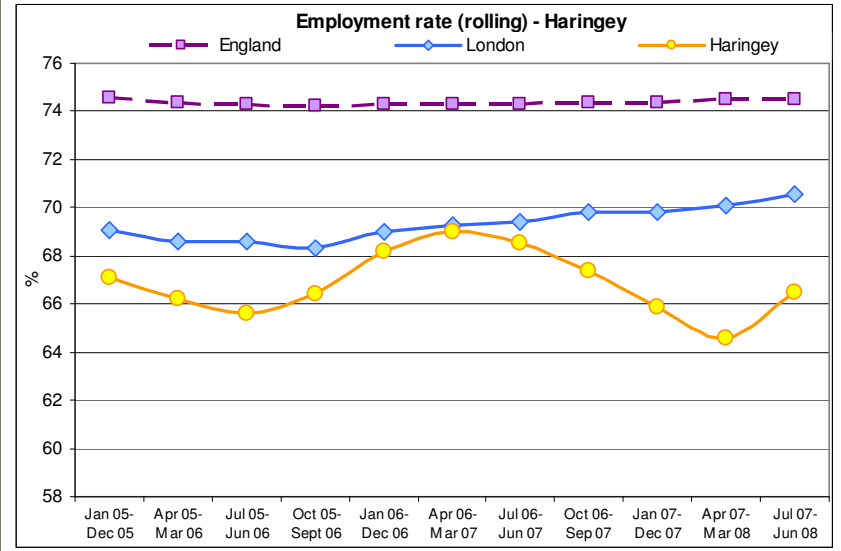
The chart opposite shows comparative information for employment rates.

Performance discussion date



TBC

Equality Impact
To be analysed.



PP02_H_L0125 Repeat victimisation of domestic violence (2007-2010 stretch target)

Reduction of repeat victimisation measured using MPS data

Outcome Lead	Dave Grant
Portfolio	Enforcement and Safer Communities Portfolio

Sustainable Community Strategy Outcome Healthier people with a better quality of life

	Value	Target
Q1 2008/09	217	176
Q2 2008/09	271	176
Q3 2008/09	257	176
Q4 2008/09		

	Value	All England - Average	London Boroughs - Average
2007/08	240		



Red



PRG Funding: £352,209.50

ABG Funding: £ 41,200

Explanation of current performance

There are flaws in the baseline figures for repeat victimisation for the financial year 05/06 as described in the original business case.

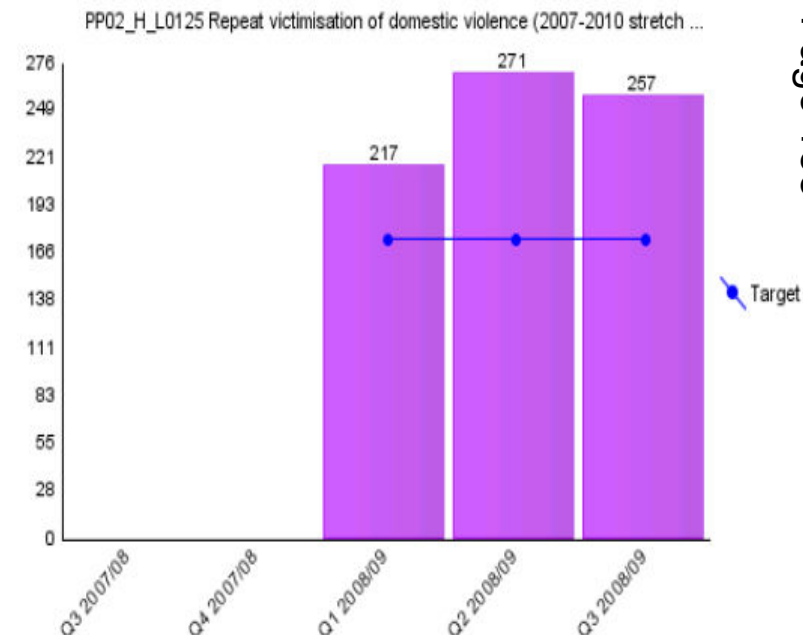
This difficulty is compounded further by the following:

1. This is a locally devised performance indicator and not one used across the Metropolitan Police Service (MPS).
2. The MPS defines a repeat victim of Domestic Violence as a person who is the victim of a reported offence more than once in any rolling 12 month period.

The above factors make a true measurement of Domestic Violence repeat victimisation against the original agreed baseline almost impossible to measure accurately.

Negotiations are under way with GoL for:

- i) the figure of 142 victims who were recorded as having 2 offences reported be used as a revised baseline as this is the only victim figure that can be accurately measured. Or,
- ii) the figure of 339 reports be used as a revised baseline as this is the only report figure that can be accurately measured.



Current Activities

To deal with Domestic and Gender Based Violence:

- We agreed a second 4 year Domestic and Gender Based Violence Strategy and Action plan in July 08
- We have a functioning and well attended DV Multi Agency Risk Assessment Conference MARAC
- We have Independent Domestic Violence Advocates IDVAs
- Our Multi Agency DV advice and support centre has a newly expanded building and services
- We are carrying out 3 DV Athena (arrest days per year) with high levels of media coverage
- Counselling services are provided to DV survivors
- We have a DV perpetrator programme up and running

Emerging Risk

Current data does not reflect the intended measure. This target needs to be re-negotiated as part of the LAA refresh.

Equality Impact

To be analysed.

7.0 Area Based Grant

- 7.1 As advised in the Quarter 1 report, performance information on the 80 indicators contained within the LAA and ABG funded projects is now included in this report.
- 7.2 A number of projects within the ABG were in place before the introduction of the new National Indicators and the new LAA. As a result the link between project activity and LAA outcome targets was not explicitly made. This was recognised when the allocations to the Thematic Boards were agreed, with 2008/09 being a transitional year.
- 7.3 The project review process for quarter 2 was as follows:
- Each of the projects receiving funding from the ABG has completed a quarterly highlight report for the period July to September 2008.
 - The Thematic Boards used these reports to compile the tables shown in Appendix 1.
- 7.4 The review process for the ABG is new and developing incrementally. This is the first time project highlight reports have been used to report progress on ABG projects. The quality of the information being provided is variable but is expected to improve as the process matures and is embedded. The quarter 3 project highlight reports will be reviewed by the Partnership Team and quality assured with the Theme Leads to address issues raised in quarter 2 and provide an objective challenge to each project.
- 7.5 As recommended in the Area Based Grant Review report dated 4 November 2008 the number of projects funded by the ABG have been rationalised. Projects with common objectives have been merged in order to seek improvements in planning, a reduction in duplication and achieve value for money.
- 7.6 At the beginning of the financial year there were 144 projects within the ABG, there are now 119. Of the 119 projects, 96 (81%) are reported as having a GREEN overall status, 19 (16%) as AMBER and none as RED. 4 projects did not provide overall RAG status (3%).

Thematic Board	Amount (£m) *	No of projects	GREEN	AMBER	RED
Safer Communities	2,106	12	8	3	0
Better Places	1,922	9	7	2	0
Integrated Housing	222	2	2	0	0
Enterprise	1,200	3	3	0	0
Children & Young People	9,871	33	28	4	0
Wellbeing	5,143	52	43	7	0
Top slice	1,793	8	5	3	0
Total	22,257	119	96	19	0

The figures in the table above are as reported by Thematic Leads and are subject to review.

9. Appendices

9.1 Appendix 1. Quarters 2 and 3 Scorecard

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Haringey Strategic Partnership

Quarterly Performance Review






2008/09

Sustainable Community
Strategy Priority





P1 People at the heart of change	P4 Safer for all
P2 An environmentally sustainable future	P 5 Healthier people with a better quality of life
P3 Economic vitality and prosperity shared by all	P6 People and customer focused

YTD Performance against target	Trend – YTD performance against last years outturn
Green = met or exceeded	↑ Improvement over last year
Amber = close	→ Same or very close to last years outturn
Red= missing	↓ Worse than last year

Priority	Baseline 0607		Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
P1		NI 1 % of people who believe people from different backgrounds get on well together in their local area <i>Target</i> 81% <i>Comment</i> Place Survey provisional result is 75.7% pending on confirmation from the Audit Commission.					
	78%		Annual	Annual	Annual	Annual	
P6		NI 4 % of people who feel they can influence decisions in their locality <i>Target</i> 43% <i>Comment</i> Place Survey provisional result is 40.5% pending on confirmation from the Audit Commission.					
	41%		Annual	Annual	Annual	Annual	
P1		NI 6 Participation in regular volunteering <i>Target</i> The target and baseline deferred until 2009, when a statistically significant improvement will be agreed as part of year 1 refresh <i>Comment</i> Place Survey provisional result is 20.7% pending on confirmation from the Audit Commission. Target and baseline to be set.					
			Annual	Annual	Annual	Annual	
P1		NI 7 - Local Environment for a thriving third sector <i>Target</i> Baseline is now available from the Cabinet Office national survey of third sector organisations. Target to be set. <i>Comment</i>					
	18.9%						
P5		NI 8 - Stretch Adult participation in sport <i>Target</i> 22.9% without and 26.9% with stretch <i>Comment</i> Annual survey, this indicator has missed target but Sport England have not reported a statistically significant drop. Cabinet received and approved the Sports & Physical Activity Improvement Plan 'Hariaactive' in September 2008, outlining a number of existing & planned improvement projects. The Whole 'Hariaactive' campaign will be launched in May/June 2009. The 2009/10 (October - September) Active People Survey will inform the LAA target performance assessment. Qtr 3 leisure attendance is at 973534 exceeding target, and Active Card Membership is at 12011, also exceeding target.					
	22.9% 05/06		Annual	Annual	Red 20.2%	Annual	Red 20.2%


P4	NI 40 Drug users in effective treatment <i>Target</i> 8% increase on 2007/08 baseline	<p>Comment In December 2008, the 2007/08 baseline figure was refreshed by GOL, putting it in line with the NHS vital signs target. The target itself did not change. The refresh revised the baseline from 883 to 933. That reset the number required to achieve an 8% growth to 1008. Current performance covering Sept 2007- Sept 2008 = 986. This is a 5.68% increase on 2007/08 baseline. Please note that due to the way this target is calculated, the performance level will always be 4 months behind.</p> 	Green	Green		Green
	933 (07/08)		3.5% = 966 as of May 2008	5.68% = 986 as of September 2008		
P5	NI 51 Effectiveness of child and adolescent mental health (CAMHs) services <i>Target</i> 13	<p>Comment Four elements of CAMHS (learning difficulties, 24 hour cover urgent mental health, services for 16 and 17 year olds, early identification and intervention) are scored on a scale of 1-4, maximum overall score is 16.</p> 	Green			Green
	13		13	Annual	Annual	Annual
P5	NI 53 Local Prevalence of breastfeeding at 6-8 weeks from birth <i>Target</i> a) 50% of infants being breastfed at 6-8 weeks b) 85% of infants for whom breastfeeding is recorded	<p>Comment New indicator. Government guidance suggests target will be measured by Q4 performance. Good progress has been made on the previous target (breast feeding at birth) and we expect this to be maintained. Until 6-9 week data is available, breast feeding initiation data is provided below as a proxy.</p> 	Green	Green		Green
	1, 40% (07/08) 2, 0% (07/08)		a. 50% b. 85.1%	a. 51% b. 92.7%		92.70%
P5	NI 56 Obesity among primary school age children in year 6 <i>Target</i> 24%	<p>Comment Annual figure collected in June 2008.</p> 		Green	Green	Green
	23.80%			24.0%	23.0%	23.0%
P4	NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement <i>Target</i> 86%	<p>Comment Performance data subject to validation.</p>				
	84%					
P3	NI 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 <i>Target</i> 46.10%	<p>Comment This is an improving trend.</p> 		Red		Red
	41.20%			43.0%		43.0%


P3		<p>NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) PSA 10</p> <p><i>Target</i> 70% (Target for 07/08 academic year)</p> <p><i>Comment</i> Annual collection.</p>					↓																				
	67% 0708			Red			Red																				
				65.0%			65.0%																				
P3		<p>NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) PSA 10</p> <p><i>Target</i> 61% (Target for 07/08 academic year)</p> <p><i>Comment</i> On 14 October the Secretary of State announced that he was ending schools' requirement to run National Curriculum tests at the end of Key Stage 3, therefore GOL confirmed deletion of this indicator.</p>					↑																				
	58%			Green			Green																				
				62.0%			62.0%																				
P3		<p>NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10</p> <p><i>Target</i> 44% (Target for 07/08 academic year)</p> <p><i>Comment</i> This is a strong positive trend that is increasing at twice the national rate since 2002</p>					↑																				
	37.40%			Amber			Amber																				
				42.0%			42.0%																				
P3		<p>NI 79 - Stretch Achievement of a Level 2 qualification by the age of 19</p> <p><i>Target</i> 65% (Target for 07/08 academic year)</p> <p><i>Comment</i> Annual collection. Data collected from number of different sources and published at national level by DSL statistica in late February. It is not available at local authority level until the LSC matches it. This is not usually available until mid April.</p>																									
	66%																										
		<p style="text-align: center;">NI 79</p> <table border="1" style="margin-top: 10px;"> <caption>NI 79 Data</caption> <thead> <tr> <th>Year</th> <th>Haringey (%)</th> <th>London (%)</th> <th>England (%)</th> </tr> </thead> <tbody> <tr> <td>2003/04</td> <td>53</td> <td>65</td> <td>65</td> </tr> <tr> <td>2004/05</td> <td>57</td> <td>68</td> <td>68</td> </tr> <tr> <td>2005/06</td> <td>62</td> <td>71</td> <td>71</td> </tr> <tr> <td>2006/07</td> <td>66</td> <td>74</td> <td>74</td> </tr> </tbody> </table>	Year	Haringey (%)	London (%)	England (%)	2003/04	53	65	65	2004/05	57	68	68	2005/06	62	71	71	2006/07	66	74	74					
Year	Haringey (%)	London (%)	England (%)																								
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2004/05	57	68	68																								
2005/06	62	71	71																								
2006/07	66	74	74																								
P3		<p>NI 83 Achievement at level 5 or above in Science at Key Stage 3 DCSF DSO</p> <p><i>Target</i> 65% (Target for 07/08 academic year)</p> <p><i>Comment</i> On 14 October the Secretary of State announced that he was ending schools' requirement to run National Curriculum tests at the end of Key Stage 3, therefore GOL confirmed deletion of this indicator.</p>					↓																				
	61%			Red			Red																				
				60.0%			60.0%																				





P3		NI 87 Secondary school persistent absence rate DCSF DSO <i>Target</i> 7.0% (Target for 07/08 academic year)							
	7.20%	Comment This is provisional data from DCSF based on Autumn and Spring terms		Green				Green	
					6.4%			6.4%	
P3		NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11 <i>Target</i> 34.5% (Target for 07/08 academic year)							
	38.90%	Comment Gap has been reduced by 0.8% from last year. This is a very challenging target.		Red				Red	
					38.1%			38.1%	
P3		NI 93 Progression by level 2's in English between Key Stage 1 and Key Stage 2 <i>Target</i> 85.5% (Target for 07/08 academic year)							
	84.80%	Comment This figure is an estimate based on incomplete data. There have been national issues with the marking and checking process and the confirmed figure may not be available until March 2009.		Red				Red	
					81.0%			81.0%	
P3		NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11 <i>Target</i> 78% (Target for 07/08 academic year)							
	75.40%	Comment This figure is an estimate based on incomplete data. There have been national issues with the marking and checking process and the confirmed figure may not be available until March 2009.		Red				Red	
					73.0%			73.0%	
P3		NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3 PSA 11 <i>Target</i> 38% (Target for 07/08 academic year)							
	35.60%	Comment On 14 October the Secretary of State announced that he was ending schools' requirement to run National Curriculum tests at the end of Key Stage 3, therefore GOL confirmed deletion of this indicator.							
P3		NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 PSA 11 <i>Target</i> 57% (Target for 07/08 academic year)							
	54.70%	Comment On 14 October the Secretary of State announced that he was ending schools' requirement to run National Curriculum tests at the end of Key Stage 3, therefore GOL confirmed deletion of this indicator.							





P5		NI 112 Rate of under-18 conceptions (per 1000 girls aged 15-17 as compared with the 1998 baseline rate) <i>Target</i> -5%				
	2.20%	<i>Comment</i> Data is provided from ONS and relates to conceptions in a certain period but is not collated until the birth therefore the 9 months + at least 3 months to analyse data time lag. Therefore we get conceptions for a certain time period over 1 year after the conception. The data includes those leading to abortion. Current data is for 2007 and is provisional. Q3 2007 provisional data was released end of November 2008. We are taking local action to develop a 'real time' data collection system, supported by the Government Office for London and Teenage Pregnancy National Support Team.	Red	Red	Red	Red
P5		NI 113 Prevalence of Chlamydia in under 20 year olds <i>Target</i> 15%				
	3.3% (3rd quarter 07/08)	<i>Comment</i> Percentage of young people being screened. 1813 up to end of October. This data refers to coverage of screening and not prevalence.	Red	Red	Red	Red
P5		NI 116 Proportion of children in poverty <i>Target</i> 34.50%				
	36.4% (06/07 provisional)	<i>Comment</i> New indicator monitored annually. Due May 2009. Data is sourced from DWP and is issued annually.	Annual	Annual	Annual	Annual
P3		NI 117 - Stretch 16-18 year olds who are not in education, training or employment (NEETS) <i>Target</i> 11% (10.9% in 2009/10)				
	11.60%	<i>Comment</i> December 2008 is 6.7%.	Green	Green	Green	Green
P5		NI 119 - Local Self reported measure of peoples overall health and well-being <i>Target</i> Baseline and targets to be set.				
		<i>Comment</i> Place Survey provisional result is 80% pending on confirmation from the Audit Commission.				








P5	98 per 100,000 (0708)	NI 121 Mortality rate from all circulatory diseases at ages under 75 <i>Target</i> 94 per 100,000																								
		<i>Comment</i> This is an annual return and requires data from Office of National Statistics. Life expectancy action plan feeds into this indicator. Figures are based on a 3 year rolling average. This data will not be updated again until January 2010.																								
		<table border="1"> <thead> <tr> <th></th> <th>Haringey</th> <th>London Average</th> <th>National Average</th> </tr> </thead> <tbody> <tr> <td>03/05</td> <td>114.3</td> <td>96.6</td> <td>91.2</td> </tr> <tr> <td>04/06</td> <td>98</td> <td>89</td> <td>84.9</td> </tr> <tr> <td>05/07</td> <td>94</td> <td>84</td> <td>79.8</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Haringey	London Average	National Average	03/05	114.3	96.6	91.2	04/06	98	89	84.9	05/07	94	84	79.8								
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		03/05	114.3	96.6	91.2																					
04/06	98	89	84.9																							
05/07	94	84	79.8																							
P5	1872 4 week quitters 0607 (not per 100,000)	NI 123 16+ current smoking rate prevalence <i>Target</i> 1887 smoking quitters (Q1 50, Q2 302, Q3 591, Q4 944)																								
		<i>Comment</i> The target is profiled with 50% of quitters in expected in Q4.																								
		<table border="1"> <thead> <tr> <th>Green</th> <th>Green</th> <th>Red</th> <th>Red</th> </tr> </thead> <tbody> <tr> <td>184</td> <td>352</td> <td>277</td> <td>813</td> </tr> </tbody> </table>	Green	Green	Red	Red	184	352	277	813																
Green	Green	Red	Red																							
184	352	277	813																							
P5	78%	NI 125 Achieving independence for older people through rehabilitation/intermediate care <i>Target</i> 79%																								
		<i>Comment</i> 77.4% 24/31 clients were living independently in their own homes 91 days after hospital discharge																								
		<table border="1"> <thead> <tr> <th></th> <th>Amber</th> <th>Amber</th> </tr> </thead> <tbody> <tr> <td></td> <td>77.4%</td> <td>77.4%</td> </tr> </tbody> </table>		Amber	Amber		77.4%	77.4%																		
	Amber	Amber																								
	77.4%	77.4%																								
P5	TBC	NI 126 Early access for women to maternity services <i>Target</i> 50%																								
		<i>Comment</i> Discussions are taking place for collecting this data. Annual collection. Government proposes to use DH Local Delivery Plan return to collect data in first year. Figures shown here are approximate.																								
		<table border="1"> <thead> <tr> <th>Green</th> <th>Green</th> <th>Green</th> </tr> </thead> <tbody> <tr> <td>61.3%</td> <td>67.0%</td> <td>67.0%</td> </tr> </tbody> </table>	Green	Green	Green	61.3%	67.0%	67.0%																		
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61.3%	67.0%	67.0%																								
P5		NI 127 Local Self reported measure of social care users (triennial survey) <i>Target</i> Baseline and Targets to be set as part of year 1 refresh																								
		<i>Comment</i> This indicator is measured by survey every 3 years, (next due in 2008/09). Annual survey due to take place in 09/10. The latest results from the service user questionnaire from Adults Services found that 89% of clients were satisfied with the services they were receiving.																								
		<table border="1"> <thead> <tr> <th>Annual</th> <th>Annual</th> <th>Annual</th> <th>Annual</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Annual	Annual	Annual	Annual																				
Annual	Annual	Annual	Annual																							
P5	14.2%	NI 135 Carers receiving needs assessment or review and a specific carers' service, or advice and information <i>Target</i> 14.22%																								
		<i>Comment</i> We are currently projected to comfortably exceed the 08/09 target.																								
		<table border="1"> <thead> <tr> <th>Green</th> <th>Green</th> <th>Green</th> <th>Green</th> </tr> </thead> <tbody> <tr> <td>21.0%</td> <td>23.0%</td> <td>21.0%</td> <td>21.0%</td> </tr> </tbody> </table>	Green	Green	Green	Green	21.0%	23.0%	21.0%	21.0%																
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P5		NI 140 Fair treatment by local services					PMG LAA Lead
	70%	<p><i>Target</i> 71%</p> <p><i>Comment</i> Place Survey provisional result is 60.4% pending on confirmation from the Audit Commission.</p>	Annual	Annual	Annual	Annual	
P5	75%	NI 141 Number of vulnerable people achieving independent living					
	65.0%	<p><i>Target</i> 75%</p> <p><i>Comment</i></p>	Green 85.2%	Amber 69.0%	Green 82.0%		Green 78.73% 
P5		NI 149 Adults in contact with secondary mental health services in settled accommodation					
		<p><i>Target</i> 1% increase</p> <p><i>Comment</i> This indicator has been delayed until 2009/10.</p>					
P3		NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods					
	28.50%	<p><i>Target</i> 27.60%</p> <p><i>Comment</i> Data for NI 153 has been withdrawn pending clarification of the precise methodology. The data available before withdrawal showed:</p> <p>Year to May 2007 (baseline): 28.5% Year to August 2007: 28.1% Year to November 2007: 27.5% Year to February 2008: 27.1% Year to May 2008: 26.8%</p> <p>Although this performance is encouraging, in light of the current economic climate we expect these figures to rise once data from August 2008 onwards are published. Proxy data show that since May 2008 the number of JSA claimants in Haringey has increased by 17%. Further labour market deterioration is expected and this is reflected in the fact that we have submitted a revised target proposal to limit the increase in the out of work benefits claim rate to 3.9 percentage points over the three year LAA period. Updated January 2009.</p>					
P1		NI 154 Net additional homes provided					
	1067	<p><i>Target</i> 680 units (London plan target); 1657 (Haringey's projected additional units)</p> <p><i>Comment</i> This data is provided on an annual basis. Data to be available in May 2009.</p>					


P5		NI 155 Local	Number of affordable homes delivered (gross)					
	250 (0708)	<i>Target</i>	340					
		<i>Comment</i>	This data is provided on an annual basis. Data to be available in May 2009.					
P5	5206 (Dec 2004)	NI 156	Number of households living in Temporary Accommodation					
		<i>Target</i>	4000					
		<i>Comment</i>	The delivery of the Temporary Accommodation Reduction target of no more than 4000 households living in temporary accommodation by 31/03/2009 was a very challenging target bearing in mind the service's performance over the previous 3 years. A mid year review has been undertaken of the progress to date since April 2008 and a new forecast of 4400 is now projected.					
		<i>Target</i>	5207	4940	4469	3999		
		Green	Amber	Red			Red	
		5182	4952	4695			4695	
P5	42.0% (Q3 0708), 44.67% (06/07), 49.91% (05/06)	NI 158 Local	% non-decent council houses					
		<i>Target</i>	42.00%					
		<i>Comment</i>	6,819 units were non decent as at 1st April 2008. This is an Annual Performance Indicator recorded as at the 1st April.					
		Green					Green	
		41.6%	Annual	Annual	Annual		41.6%	
P3	N/A	NI 171	New business registration rate					
		<i>Target</i>	TBC					
		<i>Comment</i>	Data is now available, and will be based on the number of new business registrations (VAT and PAYE) per 10,000 of the adult (16+ population). However the baseline and target for this indicator are being negotiated with GoL through the LAA Refresh process. Our intention is to improve our performance relative to the average for North London (comprising ourselves, LB Enfield and LB Barnet). The baseline included here is a three year average of Haringey's rate. Our proposed target for 2008/9 is an estimation based on trend analysis and our intention is to track the North London average. Trend data, over the past five years, show that Haringey lags behind both the London average and the North London average, but is significantly higher than the England average.					
P2	N/A	NI 175 Local	Access to services and facilities by public transport (and other specified models)					
		<i>Target</i>	Baseline and Targets will be set as part of year 1 refresh					
		<i>Comment</i>	TfL is developing a definition for this NI within Greater London, which will be finalised with the Department for Transport during 2008/09. DfT will inform Government Office London and boroughs individually when this definition has been agreed.					

P2		NI 186 Per capita CO2 emissions in the LA area <i>Target</i> 3.6% reduction against baseline (0.18 tonnes per capita) <i>Comment</i> Baseline, 4.9 tonnes per capita (Defra 2005). 2007 figures will be available in September 2009.					
	5.0 per 1000 (2005)						
P5		NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating <i>Target</i> 1000 <i>Comment</i> A survey is being carried out for this indicator and data is due to be reported on 28 February. Communities and Local Government have extended the date for setting the baseline/target to 28 February 2009.					
P2	894						
P2		NI 192 Household waste recycled and composted <i>Target</i> 28% <i>Comment</i> Below target performance is due to the recycling rate and tonnages apportionment from North London Waste Authority being less than forecast, and changes in the method of apportioning household and non-household waste such that more waste is counted as household waste than previously. Recycling action plan in place to address this.					
	26.0%		Red 24.2%	Red 24.4%	Red 24.5%		Red 24.5%
P1		NI 195a Improved street and environmental cleanliness (levels of litter) <i>Target</i> 12% <i>Comment</i>					
	12.0%		Green 7.8%	Green 10.0%	Green 10.0%		Green 10.0%
P1		NI 195b Improved street and environmental cleanliness (levels of detritus) <i>Target</i> 24% <i>Comment</i>					
	23.0%		Green 23.3%	Green 17.0%	Green 17.0%		Green 19.0%
P1		NI 195c Improved street and environmental cleanliness (levels of graffiti) <i>Target</i> 3% <i>Comment</i>					
	6.0%		Red 4.3%	Green 3.0%	Green 3.0%		Green 3.0%
P1		NI 195d Improved street and environmental cleanliness (levels of fly posting) <i>Target</i> 2% <i>Comment</i>					
	3.0%		Red 3.0%	Green 1.0%	Green 1.0%		Green 1.0%

P2		NI 198 Local	Children travelling to school - mode of transport usually used				
	Primary 20.8%, Secondary 4.85% (0708)	<i>Target</i> Primary 19.5%, Secondary 4.8% <i>Comment</i> The indicator is reported once a year using school census data, which should be available in March.					
P1		Stretch	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly-posting) for the worst 3 wards				
	24.40%	<i>Target</i> 24% without and 20% with stretch <i>Comment</i> Please note that under the data requirements for this indicator 900 surveys are required. To achieve this both the In-house and Encam information is used. Encam information is provided on a tri annual basis.					
			Green	Green	Green		Green
			23.0%	8.7%	13.6%		13.6%
P5			Number of smoking quitters in the N17 area				
	352 (07/08)	<i>Target</i> 08/09 300 (Q1 9, Q2 48, Q3 93, Q4 150) <i>Comment</i> 50% of quitters are expected in quarter 4.					
			Green	Green	Red		Red
			63	53	68		184
P5		Stretch	Carbon emissions from vulnerable private households				
		<i>Target</i> 324 tonnes without and 376 tonnes with stretch <i>Comment</i> This figure is provided annually at the end of the financial year. Contractors British Gas should have completed the exercise in April 2008. The work was completed in September but the results have not been forthcoming. A request has been made to the sub regional co-ordinator to get the final values for 07-08 and for 08-09 to date.					
P5			Number of older people permanently admitted into residential and nursing care				
	139	<i>Target</i> 135 (stretch 131) <i>Comment</i> Outturn is projected. We are confident of achieving target by the end of the year due to increased scrutiny.					
			Green	Green	Green		Green
			116	135	131		131
P5			Number of adults permanently admitted into residential and nursing care				
	21	<i>Target</i> 28 (stretch 34) <i>Comment</i> Outturn is projected.					
			Green	Green	Green		Green
			12	8	12		12

P5		Number of accidental dwelling fires				
		<i>Target</i> 230				
253		<i>Comment</i>				
			Green	Green	Green	Green
			55	42	49	146
P5		Stretch Number of incidents of domestic violence that result in sanction detections				
		<i>Target</i> 2182 without and 2310 with stretch 07/08 target of 770 or 36%				
P4		<i>Comment</i>				
	798 51.4%		Green	Green	Green	Green
			52%	49.0%	45.3%	45.30%
P5		Stretch Repeat victimisation of domestic violence				
		<i>Target</i> 176 repeats (Annual target based on a rolling 12-month figure)				
240		<i>Comment</i> Due to inaccuracies in the calculation of the existing baseline a revised baseline has been submitted as part of the LAA refresh. Quarter 3 performance as of the end of December 2008 (covering the 12 month period January 2008 - December 2008) is 257 repeat DV reports. This is a rolling annual return and represents the number of repeat incidents in a 12 month period. There were 269 and 272 repeat reports for the previous months of October and November 2008.				
			Red	Red	Red	Red
			217	267	257	257
P5		Stretch Number of schools achieving healthy school status				
		<i>Target</i> 75% without and 85% with stretch				
51 or 66%		<i>Comment</i> Current position equates to 55 schools including the PRU. Next round of schools undertaking self validation is mid first term.				
			Amber	Amber	Green	Green
			68.0%	69.0%	76.0%	76.0%
P4		Stretch Reduction in personal robbery				
		<i>Target</i> 1343				
1356		<i>Comment</i> Quarter 3 annual equivalent performance is 916 a 14.6% reduction in quarter 2. currently personal robbery is showing 27.2% reduction compared to the same period last year (April - December).				
			Green	Green	Green	Green
			1020	1072	916	1374
P1		Stretch Number of green flag parks				
		<i>Target</i> 8 without and 12 with stretch				
8		<i>Comment</i>				
			annual	Green	annual	annual
				12		12
P1		Stretch Number of parks achieving green pennant status				
		<i>Target</i> 2 without and 7 with stretch				
2		<i>Comment</i>				
			annual	Green	annual	annual
				3		3

P1		<p>Stretch The % of people who report they are satisfied or fairly satisfied with local parks & green spaces</p> <p><i>Target</i> 60% 2008-9, 77% by 2009/10</p>				
	72%	<p><i>Comment</i> Annual survey, not yet completed for 08/09.</p>				
P3		<p>Stretch Number of people from the worst twelve wards helped into sustained work</p> <p><i>Target</i> 74 (40 JSA and 34 Lone Parents)</p>				
	104	<p><i>Comment</i> This is based on provisional Q3 data, which will be finalised by February 2009. The outputs can be broken down as follows: 5 lone parents and 6 long-term JSA claimants. We are on course to achieve this stretch target, which goes up to March 2010, and the 60% threshold upon which reward grant is payable has already been achieved in relation to the JSA component of the target. We are also now operating and taking referrals from Job Centre Plus, and have in total 40 outreach venues, which will help to further improve performance.</p>	Green	Green	Green	Green
			22	7	11	40
P3		<p>Stretch Number of people on incapacity benefit for more than 6 months helped into sustained employment</p> <p><i>Target</i> 85</p>				
	9	<p><i>Comment</i> This is based on provisional Q3 data, which will be available in February 2009. Achieving this stretch target remains a significant challenge and we are renegotiating this target as part of the LAA refresh, with a revised target submitted. We are also now operating and taking referrals from Job Centre Plus, as well as 7 GP surgeries, which will help to improve performance.</p> <p>It is important to note that the work in place to deliver this target is in addition to Pathways to Work, delivered in Haringey by Reed in Partnership. While Pathways, at present, focuses on shorter term IB claimants our work is additional and is to support longer term claimants who will have more significant barriers to employment. It will therefore take longer to support these people into employment. Moreover, other London boroughs with a similar target, including Bromley and Islington, are also facing these challenges.</p>	Red	Red	Red	Red
			2	1	3	6
P3		<p>Local Adults achieving a full level two qualification and entered employment and those gaining a qualification in the workplace - a. level 2 qualification, b. entered into jobs, c. workplace qualification</p> <p><i>Target</i> a. 740, b. tbc, c. 900</p>				
	a. 740, b. 0, c. 400	<p><i>Comment</i> The LSC expect data for this indicator to be available in March 2009.</p>				

P3		<p>Local Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace - a. skills for life qualification, b. entered into jobs, c. workplace qualification</p> <p><i>Target</i> a. 350, b. 140, c. 600</p> <p><i>Comment</i> The LSC expect data for this indicator to be available in March 2009.</p>				
	a. 150, b. 0, c. 180					
P3		<p>Local Number of registered Haringey Guarantee participants with a completed better off calculation</p> <p><i>Target</i> 400</p> <p><i>Comment</i> Q3 data is unverified and therefore subject to change. The final data will be available by February 2009. There have been issues with the installation of the better off calculation software which have now been resolved. To date over 600 people have been registered on the Haringey Guarantee so we are confident that there will be enough registrations in the next quarter to achieve significantly improved performance. </p>				
	0		Amber	Amber	Amber	Amber
			0	0	108	
P4	1403 (07/08)	<p>Local Victim support services for children and young people</p> <p><i>Target</i> This is being revised as part of the year one re-fresh.</p> <p><i>Comment</i> Measurement of this indicator will be developed over this year</p>				
P5	55% (07/08)	<p>Local Increase in the % of children immunised by the second birthday (MMR)</p> <p><i>Target</i> 80.00%</p> <p><i>Comment</i> Low confidence in 07/08 figures due to child health information system issues. Whilst ongoing problems are being experienced with the CHIS, an audit of immunisation uptake has been carried out across all GP practices, and a catch up campaign is being implemented. Data is being cleaned and COVER data is expected by Q4.</p>				
					Data expected by Q4	
P5	36% (04/05)	<p>Local % of HIV infected patients with CD4 count <200 cells per mm3 diagnosis</p> <p><i>Target</i> 42.10%</p> <p><i>Comment</i> This is an annual collection and will be available in Q4.</p>				
					Data expected by Q4	

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Meeting: Haringey Strategic Partnership

Date: 26 February 2009

Report Title: Local Area Agreement Refresh

Report of: Sharon Kemp Assistant Chief Executive PPP&C

Purpose

This report provides information on the year one Refresh of Haringey's 2008/09-2010/11 Local Area Agreement.

Summary

This report sets out the process for Refresh and details the list of designated national indicators and local targets within Haringey's LAA that require resolution or renegotiation with government departments.

Local areas are required to submit their final refreshed LAAs to Government Office on 2 March 2009.

Recommendations

- i. That the content of this report be noted and the decisions taken by PMG on behalf of partnership regarding the points set out below be endorsed:
 - The inclusion of additional safeguarding targets within the LAA as detailed;
 - To revert the Stretch Target of 'number of people on Incapacity Benefit helped into sustained work to a local indicator;
 - The removal of Local Target NI 127.
- ii. To note the timescales for completing the LAA refresh, authorising the Leader (and Chair of the Haringey Strategic Partnership) to agree any final revisions required by Government Office for London after the report has been approved by the council's Cabinet on 24 February 2009 and endorsed by HSP on 26 February 2009.

Chief Financial Officer comments

The annual refresh of the LAA is a requirement set out in CLG documents. It does not in itself create any financial implications for the authority or the Partnership, however, if the re-negotiation of some of the key indicators set out in the appendix is unsuccessful this will impact on any eventual performance reward grant.

Legal Comment

There are no specific legal implications beyond those identified in the body of the report.

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1. INTRODUCTION

1.1 Haringey's Local Area Agreement is subject to annual review; with a distinct 'refresh' element this year to conclude 'unfinished business' from the initial negotiations and some limited revisions to targets where new evidence is available. Local areas are required to submit their final refreshed LAAs to Government Office on 2nd March 2009.

2. BACKGROUND INFORMATION

2.1 Haringey's 2008/9-2010/11 LAA was formally signed off by Cabinet and the HSP in July 2008 and by government ministers in July 2008. The LAA is now the only vehicle for agreeing targets between local government, their delivery partners and central government.

2.2 As set out in Strong and prosperous Communities (2006) and subsequent LAA Operational Guidance, local area agreements are subject to annual review. The purpose of the review is to identify and address issues around delivery, including risks and good practice; and to help assess and benchmark progress over the three year span of the LAA. This year there is a distinct 'refresh' element to the annual review to conclude 'unfinished business' from the initial negotiations and some limited revisions to targets where new evidence is available.

2.3 Guidance issued for the LAA review and refresh suggests that *any revisions to the LAA need to be approved in accordance with local arrangements put in place by the responsible authority*. Paragraph 7.1 of this report confirms the decision making route.

2.4 Target Negotiation Briefs for a number of deferred and revised national indicators are still outstanding and as such local areas cannot progress target setting in these instants until confirmed briefs are received.

2.5 Guidance on the Performance Reward Grant (PRG) is delayed, however, the draft guidance suggests that target levels agreed as part of the LAA will be used as a benchmark for calculating entitlement to the PRG.

3. CURRENT POSITION

3.1 For government purposes, the 'refresh' is primarily concerned with designated indicators (the 35 improvement indicators), however, it remains opportune for the partnership to consider resolving any unfinished business for its local targets at this time also, or to remove them where data measurement and collection issues prevent targets from being set or performance managed.

3.2 The targets within Haringey's LAA that require resolution or revision are identified in Appendix 1 LAA Outcomes Framework. These include:

- 22 designated national indicators: NI 1, NI 4, NI 6, NI 15, NI 21, NI 39, NI 40, NI 111, NI 112, NI 116, NI 121, NI 123, NI 125, NI 126, NI 135, NI 140, NI 149, NI 153, NI 154, NI 171, NI 186, NI 187;
- 16 attainment targets for academic year 2009/10: NI 72, NI 73, NI 74, NI 75, NI 83, NI 87, NI 92, NI 93, NI 94 NI 95, NI 96, NI 97, NI 98, NI 99, NI 100, NI 101; and
- 12 local targets: NI 7, NI 119, NI 127 (see paragraph 3.6), NI 155, NI 158, NI 175, DV repeat victimisation stretch target, victim support services for young people, adults achieving a skills for life qualification, adults achieving level two qualification, Haringey guarantee participants with better off calculation, number of people on IB helped into sustain work stretch target (see paragraph 3.9).

3.3 Following on from the recent Joint Area Review the Council is working with Haringey Teaching Primary Care Trust and the Police to improve services to support children and young people locally. The Improvement Plan is focused on the quality of practice, performance management, supervision, effective leadership and management oversight. The Community Strategy progress report reaffirms our commitment with a new priority - 'Safeguard children and adults from abuse and neglect wherever possible and deal with it appropriately and effectively if it does occur'. Within the Local Area Agreement NI 60 'core assessments for children's social care' is already a designated target. The partnership is therefore taking the opportunity provided by the LAA refresh to include additional safeguarding indicators as follows:

- NI 59 initial assessments for children's social care, to be included as a designated indicator within the 35 improvement targets, and
- NI 61 stability of looked after children adopted following an agency decision; NI 62 stability of placements of looked after children – number of moves; and NI 67 child protection cases which were reviewed within the required timescales are to be included as local targets.

LAAs may include a maximum of 35 designated improvement targets and an unlimited amount of local targets. In order to include NI 59 as a designated target, Haringey is required to drop one in its place. It is therefore propose that:

- NI 1 % of residents, who believe people from different backgrounds get on well together, is replaced with NI 59 but retained as a local target.

3.4 The Secretary of State announced on 14 October 2008 that Key Stage 3 (KS3) National Curriculum tests will not take place from 2009 onwards. As such Government Office for London confirmed on 27/1/09 that 6 KS3 attainment targets: NI 74, NI 83, NI 95, NI 96, NI 97 and NI 98 have been deleted and are to be removed from Haringey's LAA.

3.5 Government Office for London provided advanced notice to local areas on 29/1/09 that Ministers have agreed to apply a greater flexibility around a limited set of indicators particularly impacted by the economic down turn. These are referred to as 'frozen' indicators and of these NI 116, NI 153, NI 154, NI 155, and NI 171 are within Haringey's LAA. It is acknowledged that this is because economic and financial uncertainty makes it very difficult and or there may be insufficient data, to finalise ambitious but realistic targets in 2009, for the period up to the end of 2010-11, using

these indicators. As such targets based upon these indicators will not be 'locked down' for reward purposes until the final LAA review late in 2009-10.

- 3.6 NI 127 self reported measure of social care users is a local target within Haringey's LAA. This national indicator is deferred until 2009/10. The measurement of this target is based on an annual survey whereby the question and client group for the survey will change yearly. Performance and target leads have suggested that this will make this target difficult to pre-empt and performance manage as the targets set may not reflect the annual changing circumstances. On this basis the HSP Performance Management Group at its meeting on 3rd December 2008 agreed the removal of this target from the Local Area Agreement.
- 3.7 A number of national indicators are reliant on 'survey data' from Government Agencies which is outstanding. These include: NI 187.
- 3.8 NI 125, NI 126 and NI 149 have outstanding baseline data which GOL has advised will not be available until after the refresh period. Confirmation from GOL is awaited on how to progress these targets with regard to the reward position.
- 3.9 Haringey currently has 13 stretch targets within the Local Area Agreement, negotiated as part of the 2007/08-2009/10 LAA. If the required stretch is achieved across the 13, a potential reward of £9.6m is awardable. Haringey is requesting to drop its stretch target on the 'number of long term incapacity benefit claimants assisted into sustained work' as it is unachievable. This target will be retained as a local target. Communities and Local Government has advised that the decision to drop this lies with Haringey. According to the rules on the performance reward grant this will mean that the council will not be entitled to any reward attached to this target. The maximum amount that could have been awarded is £704,419, but only if the target were to be met.

This stretch target has proved to be significantly challenging and to date only 12 long-term IB claimants have been supported into sustained employment out of a target of 180. Haringey is unlikely to achieve this target. This challenge is compounded by the current economic climate, which is acknowledged by the Government. Other London boroughs, including Bromley and Islington, are also struggling with their respective IB stretch targets.

4 Financial Implications

- 4.1 £340 million of Performance Reward Grant (PRG) funding is available nationwide. PRG guidance is expected in February 2009, however, draft guidance suggests that:
- PRG will provide a flexible fund to sit alongside ABG in 2011-13 for successful areas.
 - PRG will be calculated based upon average performance across the (up to) 35 LAA improvement targets. These do not include the statutory attainment targets.
 - Reward will not be payable if an area's average performance is below a minimum level (60%).
 - The baselines and target levels used to calculate reward grant will be confirmed in March 2009 for most indicators.
 - Claims are payable in two instalments during 2011-12 and 2012-13, each with a 28% capital element.
 - Each area will be allocated a share of the £340m fund, based on an area's share of local government funding (Area's will receive approx. 0.54% of their 2006/07 Net Budget Requirement (NBR) plus Dedicated Schools Grant less any parish precepts).

4.2 The refresh process 'locks down' targets for PRG purposes, if the government and local area agree that a target cannot be finalised until the 2010 refresh then this target will not be included when calculating reward entitlement. 'Frozen' indicators will be excluded from this process.

4.3 The annual refresh of the LAA does not in itself create any financial implications for the authority or Partnership; however, should the re-negotiation of some of the key targets be unsuccessful this will impact on any eventual performance reward grant.

4.4 In addition to PRG, the Working Neighbourhoods Fund reward scheme of £50m nationwide will also be available to WNF areas only. Locally areas will be advised of the terms of this proposed scheme separately from the PRG scheme.

5. Legal Implications

5.1 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. The duty to develop the draft LAA and to submit it to the DCLG arises under section 106 of the Local Government and Public Involvement in Health Act 2007. In accordance with the legislation in force at the time, the LAA was approved by the Cabinet, and referred to full Council for noting and endorsement, before submission to the Government Office for London.

6. Policy Implications

6.1 The Local Government and Public Involvement in Health Act 2007 required local strategic partnerships to have in place the new style Local Area Agreement by June 2008. These include up to 35 improvement targets negotiated with Government, 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. Haringey's 2008/9-2010/11 was formally signed off by Cabinet in July 2008 and by government ministers in July 2008.

6.2 The Local Area Agreement (LAA) facilitates the delivery of the ambitions for Haringey and its residents as set out in the sustainable community strategy. The LAA is now the only vehicle for agreeing targets between local government, their delivery partners and central government.

6.3 The new LAAs incorporate a duty for named partners to cooperate, a duty to engage and inform residents and an enhanced role for scrutiny. The statutory duty to cooperate for named agencies requires them to respond to council scrutiny.

7. List the proposed routing for the report through the formal decision making process

7.1 It is proposed that the LAA refresh is taken through the following decision making process:

- 3rd December 2008 report to Performance Management Group
- 20th January 2009; updated report to Performance Management Group
- 18th February 2009; updated report to Performance Management Group
- 24th February 2009; report to council's CABINET
- 26th February 2009; report to Haringey Strategic Partnership
- Any further amendments post 24/2/09 to be signed off by the Leader of the Council on behalf of the partnership

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LAA Outcomes Framework - year 1 refresh

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

KEY

* Designated indicators / targets

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

R – National Indicator to be refreshed

WHITE – Resolved, **YELLOW** – Unresolved Indicator,

BLUE – Baseline data not likely to be available before sign off (GOL to advise), **PURPLE** – Indicator frozen

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	
R 1 Local	% of people who believe people from different backgrounds get on well together in their local area. To become a local target	People at the heart of change	75.7% (2008 Place Survey)	-	77.9%	81.1%	Council - Sharon Kemp; TPCT; Police; CONEL; VCS; HAVCO	PMG	
R 4*	% of people who feel that they can influence decisions in their locality*	People and customer focused	40.5% (2008 Place Survey)	-	42.9%	45.1%	Council - Sharon Kemp; TPCT; Police; CONEL; VCS; HAVCO	PMG	
R 6*	Participation in regular volunteering *	People at the heart of change	20.7% (2008 Place Survey)	-	22.7% (2% increase)	24.7% (2% increase)	HAVCO* - Naeen Sheik Council; VCS; Police; TPCT	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
R Local	NI 7: Environment for a thriving third sector	People at the heart of change	18.9% (third sector organisations survey 2008)	-	3% increase (21.9%)	3% increase (24.9%)	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 - Mun Thong Phung; (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
R 15*	Serious violent crime rate *	Safer for all	Verified baseline figures will not be available until July 2009. Also waiting for outcome of the Met Police review of the crime types and level of injuries that make up the new group of offences under NI15. TBC if targets to be set at year 2 refresh				Police* - David Grant 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* - David Grant Council; TPCT; Fire Brigade; VCS	Safer Communities
R 21*	Dealing with local concerns about ASB and crime by the local council and police *	Safer for all	TBC	TBC	TBC	TBC	Police* - David Grant; Council; HfH; Courts	Safer Communities

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	
35*	Building resilience to violent extremism *	Safer for all	1	2	3	3	Council _ Sharon Kemp; Police; VCS; Mosques and Muslim Community	Safer Communities	
R 39*	Rate of hospital admissions per 100,000 for alcohol related harm *	Safer for all Healthier people with a better quality of life.	GOL to confirm if baseline calculation to change 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	
R 40*	Number of drug users recorded as being in effective treatment *	Safer for all	2006/07 781 2007/08 933	8% (1008) increase on 07/08 baseline	6% increase on 08/09 baseline	6% increase on 09/10 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* - David Grant; Council; DVF; Courts	Safer Communities	
R Local	Repeat victimisation of domestic violence (2007-2010 stretch target)	Healthier people with a better quality of life.	201 (05/06)	New target TBC	New target TBC	New target TBC	Police* - David Grant; 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* - David Grant; 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 - Peter Lewis; 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) 50.1% 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 - Peter Lewis; 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 - Peter Lewis; TPCT; Schools	Children and Young People	
Stay Safe									
R Local	Victim Support services for children & young people (aged 11-19 years)	Safer for all	a.No. of 1-2-1 Appointments: 34 b.Workshops delivered: 0 c.Drop-in Sessions	a.5% increase on baseline. b.0 c.0 d.Above 80%	a.5% increase b.4 per year. c.2 per month d.Above	a. 5% increase b. 4 per year. c. 2 per month d. Above	Council - Sharon Kemp; Police; Victim Support	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	
			provided: 0 d. Questionnaire (feeling safer or more confident): 100%	80%	80%	80%			
R 59*	% of initial assessments for children's social care carried out within 7 working days of referral *	Safer for all	88% (07/08)	88%	90%	92%	Council - Peter Lewis	Children and Young People	
60*	% of 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 - Peter Lewis	Children and Young People	
R 61 Local	Timeliness of placements of looked after children for adopted following an agency decision	Safer for all	64% (07/08)	75%	78%	80%	Council - Peter Lewis	Children and Young People	
R 62 Local	Stability of placements of looked after children, number of moves	Safer for all	14.8% (07/08)	12%	11%	10%	Council - Peter Lewis	Children and Young People	
R 67 Local	% of child protection cases which were reviewed within required timescales	Safer for all	100% (07/08)	100%	100%	100%	Council - Peter Lewis	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 - Peter Lewis; CONEL; LSC	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	
Enjoy and Achieve (Attainment targets for academic year 2009/10)									
R 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%	48.0%		Council - Peter Lewis	Children and Young People	
R 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%	75%		Council - Peter Lewis	Children and Young People	
R 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%	55%		Council - Peter Lewis	Children and Young People	
R 87	Secondary school persistent absence rate DCSF DSO	Economic vitality and prosperity shared by all	7.2%	6.3%	5.6%		Council - Peter Lewis	Children and Young People	
R 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%	33.4%		Council - Peter Lewis	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
113*	Prevalence of Chlamydia in under 25 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								
R 116*	Proportion of children in poverty *	Healthier people and a better quality of life	Proposed new baseline TBC Waiting for data from GOL	Proposed target TBC	Proposed target TBC	Proposed target TBC	Council - Peter Lewis (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 - Peter Lewis; 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
R Local	NI 119 Self reported measure of peoples overall health and well being	Healthier people with a better quality of life	TBC	TBC	TBC	TBC	TPCT* - Tracey Baldwin	Wellbeing Partnership
R 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)	95	94	93	TPCT* - Tracey Baldwin; Council	Wellbeing Partnership

National Outcome: Adult Health and Wellbeing		Baseline	2008/09 Target	2009/10 Target	2010/11 Target	Partners (* denotes where lead partner is not the council)	Thematic Board
NI:	National Indicator	Sustainable Community Strategy Priority					
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	115	Stretch target to end in 09/10	Council - Mun Thong Phung;	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	20	Stretch target to end in 09/10	Council - Mun Thong Phung;	Wellbeing Partnership
Local	Number of accidental dwelling fires (2007 -2010 stretch target)	Healthier people with a better quality of life	248 (05/06)	230	Stretch target to end in 09/10	Fire Brigade*; Council; Age Concern; VCS	Wellbeing Partnership
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	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
R 140*	Fair treatment by local services	Healthier people with a better quality of life	60.4% TBC (2008 Place Survey)	-	62.6% TBC	65% TBC	Council - Mun Thong Phung; TPCT; MHT; VCS; Faith groups	PMG
141*	% 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
R 149*	Adults in contact with secondary mental health services in settled accommodation *	Healthier people with a better quality of life	Baseline not available MHT has not been collecting data, and unable to indicate when this data will become available.	1% (increase)	1% (increase)	1% (increase)	Council - Mun Thong Phung; TPCT; MHT; VCS	Wellbeing Partnership

National Outcome: Local Economy		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
No:	National Indicator							
R	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	A) Skills for Life Qualification: 150 B) Entered into Jobs: 0 C) Workplace Qualification: 180	A) 350 B) 140 C) 600	A) 420 B) 168 C) 810	In 2010/11 the LSC ceases to exist. New target TBC in 2010 with incoming organisation	Council - Niall Bolger; LSC	Enterprise Board
R	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	A) Level Two Qualification: 740 B) Entered into Jobs: 0 C) Workplace Qualification: 400	A) 740 B) TBC C) 900	A) 740 B) TBC C) 1800	In 2010/11 the LSC ceases to exist. New target TBC in 2010 with incoming organisation	Council - Niall Bolger; LSC	Enterprise Board
R	Number of registered Haringey Guarantee participants with a completed better off calculation	Economic vitality and prosperity shared by all	0	400	400	400	Council - Niall Bolger	Enterprise Board
Loca	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
R	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	9	30	31	Stretch target to end in 09/10	Council - Niall Bolger; JCP	Enterprise Board

National Outcome: Environmental Sustainability							Thematic Board	
NI:	National Indicator	Sustainable Community Strategy Priority	Baseline	2008/09 Target	2009/10 Target	2010/11 Target		Partners (* denotes lead partner is not council)
R 186*	Per capital CO2 emissions in the LA area *	An environmentally sustainable future	4.9 tonnes per capita (Defra 2005)	3.6% reduction against baseline (0.18 tonnes per capita)	7.4% reduction against baseline (0.36 tonnes per capita)	11 % reduction against baseline (0.54 tonnes per capita)	Council - Niall Bolger	Better Places
R 187*	Tackling fuel poverty - % of people receiving income based benefits living in homes with a low energy efficiency rating *	Healthier people and a better quality of life Environmentally sustainable future	April – December 2006 : 316 April – December 2007: 1683	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*	% of household waste sent for refuse, recycling 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 is not council)	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 - Mun Thong Phung;	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 - Mun Thong Phung;	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%		77%	Stretch target to end in 09/10	Council - Mun Thong Phung;	Better Places	
R Local	NI 175 Access to services and facilities by public transport (and other specified models)	An environmentally sustainable future	TfL data still not available. Haringey to be informed by TfL of baseline and 3 year targets.							
Local	NI 198 Children travelling to school - mode of transport usually used (5-16yrs)	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 - Peter Lewis; Schools			

Refresh Target Summary Sheet

22 designated national indicators to be revised / resolved						
NI	National Indicator	Target lead	Action needed	Outstanding information required	Targets set	
4	% people who feel they can influence decisions	Sharon Kemp	Baseline / targets to be revised		Yes	
6	Participation in volunteering	HAVCO	Baseline / targets to be set		Yes	
15	Serious violent crime rate		Baseline and 3 year targets to be set	Outcome of Met Police Review date published TBC March / April. Baseline available July 2009	Year 2 refresh	
21	Dealing with local concerns about Anti-social behaviour	Claire Kowalska	Revision of 3 year targets based on new methodology	Waiting for GOL to publish the revised Target Negotiation Brief	No	
39	Alcohol related	Marion Morris	Revision to baseline calculation		Yes	
40	Drug Users in effective treatment	Marion Morris	Revision of 3 year targets	Confirmed data now available	Yes (signed off by GOL)	
59	Initial assessments for children's social care carried out within 7 working days	Peter Lewis	Included in LAA as designated target		Yes	
111	First time entrants into YJS 10-17 yrs	Linda James	3 year targets to be set	Confirmed data now available	Yes	
112	Teenage conception	Peter Lewis / Patricia Walker	Third year target to be set.	3 rd year target of 55% reduction on 1998 baseline is not compatible with TPCT targets	Yes	
116	Proportion of children in poverty	Peter Lewis / Patricia Walker	Revision of 3 year targets based on new methodology	Waiting for baseline and historic data from DWP to set baseline and targets. GOL announced NI 116 is a frozen target	No	
121	Mortality rate from all circulatory diseases at all ages under 75	Stephan Deitch TPCT	3 year targets to be slightly adjusted	-	Yes (signed off by GOL)	
123	Stopping smoking	Stephan Deitch TPCT	Previously agreed baseline and 3 year targets re submitted for sign off	GOL published the revised Target Negotiation Brief on 19/1/09. No changes made	Yes	
125	Achieving independence for older people through rehabilitation / intermediate care	Lisa Redfern	Deferred NI - place holder target to be set for 2009/10	Baseline data unavailable until Autumn 2009,	Yes	
126	Early access for women to maternity services	Clare Felton TPCT	Baseline / targets to be revised based on new methodology	Baseline should be available Feb 16 2009	No	
135	Carers	Lisa Redfern	Deferred NI	-	Yes	
140	Fair treatment by local services	Eve Featherstone			Yes	
149	Adults in secondary mental health services in settled accommodation	Lisa Redfern	Baseline to be set	MHT to confirm data -	No	
153	Working age people claiming out of work benefits	Martin Tucker	Renegotiate 3 year targets	GOL announced NI 153 is a frozen target	Yes	
154	Net additional homes	Phil Harris	Revert to London Plan targets	GOL announced NI 154 is a frozen target	Yes	
171	Vat registration rate	Karen Galey	Baseline and 3 year targets to be set	GOL announced NI 171 is a frozen target	Yes	
186	Per capita CO2 omissions	Alex Grear	Renegotiate targets due to confirmed	-	Yes (signed	

22 designated national indicators to be revised / resolved					
NI	National Indicator	Target lead	Action needed	Outstanding information required	Targets set off by GOL)
187	Fuel poverty	Phil Harris	data from GOL Revision of 3 year targets based on new methodology	Waiting for surveys results from Creative Environment Network Feb 09	No
	Attainment targets	Peter Lewis / Patricia Walker	2009/10 attainment targets to be set KS3 NIs to be removed from LAA		Yes
12 local targets to be revised / resolved					
1	% people from different background who get on well together	Sharon Kemp	Baseline / targets to be revised To become a local target		Yes
7	Thriving third sector	HAVCO	Baseline / 3 year targets to be set, Include in LAA as local target		Yes
61	Stability of LAC adopted following agency decision	Peter Lewis	Include in LAA as local target		Yes
62	Stability of placements of LAC, number of moves	Peter Lewis	Include in LAA as local target		Yes
67	Child protection cases reviewed within required timescales	Peter Lewis	Include in LAA as local target		Yes
119	Self reported measure of people's overall health and well being	Eugenia Cronin	Baseline / targets to be set		No
127	Self reported measure - social care users	Lisa Redfern	To be removed	-	-
155	Affordable homes (gross)	Phil Harris	GLA revised targets	Waiting for outcome of consultation GOL announced NI 155 is a frozen target	Yes
158	Decent council homes	Phil Harris	Use correct 2008/09 target	-	Yes
175	Access to services and facilities by London transport	Caroline Humphrey	Baseline and 3 year targets to be set	Waiting for data from Transport for London	No
	Skills for life/ workplace qualification	Yolanda Burgess LSC	Baseline and 3 year targets to be set	-	Yes
	Adult level 2 qualification / qualification in the workplace	Yolanda Burgess LSC	Baseline and 3 year targets to be set	-	Yes
	Haringey Guarantee better off calculation	Martin Tucker	Baseline and 3 year targets to be set	-	Yes
	Stretch target - People on IB helped into work	Martin Tucker	To be removed	-	-
	Stretch Target – DV repeat victimisation	POLICE	Want to renegotiate 3 year targets	-	Yes
	Local target - victim support services for young people	Jean Croot	Need to set year two and year three target to be set	-	Yes

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haringey strategic partnership

Meeting: Haringey Strategic Partnership

Date: 26 February 2009

Report Title: Area Based Grant Theme Board Allocations
2009/10 -2010/11

Report of: Sharon Kemp Assistant Chief Executive PPP&C

Purpose

This report informs on the agreed Area Based Grant (ABG) allocations to theme boards for 2009/10 and 2010/11 and sets out the process for approving the programme of activity to be funded by ABG for the given period.

Summary

- The HSP Performance Management Group agreed on 3rd December 2008 the provisional allocations of Area Based Grant to theme boards for 2009/10 and 2010/11. The Council's Cabinet approved the proposed theme board allocations on 26th January 2009.
- The ABG came into effect in April 2008, with councils receiving notification of their indicative three year allocation in December 2007. A number of changes have been made to the ABG since this initial notification and this report details the current position for 2008/09 and compares the 2008/09 allocation with the 2009/10 and 2010 allocation.
- Theme Boards are currently in the process of planning the programme of activities to be funded by ABG for the next two years. This report sets out the process for approving the ABG programme to be delivered from 1st April 2009 as recommended by theme boards.

Chief Financial Officer Comments

The Chief Financial Officer has been consulted over the contents of this report and supports the proposals to passport increases to the priority areas. Ensuring stability over two years is in line with government guidance for the Area Based Grant.

Legal Comments

There are no specific legal implications beyond those identified in the body of the report.

Recommendations

- It is recommended that the Haringey Strategic Partnership endorse the contents of this report, noting the process and timescales for approving the 2009/10 programme.
- It is recommended that the Haringey Strategic Partnership delegate authority to the PMG to approve the programme of activity to be funded as recommended by

theme boards, at its meeting in March 2009.

For more information contact:

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1. Introduction

- 1.1 The Area Based Grant (ABG) came into effect in April 2008, with councils receiving notice of their indicative three year allocations in December 2007 (2008/09, 2009/10 and 2010/11). A number of changes have been made to the ABG since this initial notification and this report details the current position for 2008/09.
- 1.2 In February 2008 The HSP approved the 2008/09 ABG allocations to theme boards, and in March 2008 the PMG approved, on behalf of the HSP, the 2008/09 programme activity to be funded.
- 1.3 Two year theme board allocations for 2009/10 and 2010/11 were approved by the PMG in December 2008 and the council's Cabinet in January 2009. This report compares the 2008/09 allocation with the 2009/10 and 2010 allocation and sets out the process for approving the programme of activity to be funded by ABG for 2009/10 and 2010/11

2. Background information

- 2.1 The Area Based Grant (ABG) is a non-ring fenced revenue grant made up of former specific grants from seven Government Departments. The majority of these grants were already received by council services. It is paid to local authorities to use 'as they see fit' to support the delivery of local, regional and national priorities in their areas, including the achievement of Local Area Agreement (LAA) targets. The ABG was allocated to local areas on a three year basis to maximise stability and certainty across the partnership.
- 2.2 The three year allocations, published in December 2007, were indicative and ABG remains subject to change to allow further inclusion of grants and revision to existing grants. From 2011/12, the Government intends to pay the ABG as a single sum without the breakdown of the grants pooled.

3. The current position

- 3.1 The 2008/09 Haringey ABG allocation reported to the HSP in February 2008 was £21.8m. Since then an additional £0.432m has been awarded which brings the current total 2008/09 ABG to £22.279m. Local authorities were issued with revised determination letters informing them of additions to their allocation. The ABG is allocated across the HSP's thematic boards to deliver against the 2008/09-2010/11 LAA targets and key local priorities.
- 3.2 The table below shows the existing 2008/09 allocations to thematic boards.

ABG 2008/09 allocations per theme board:	
Theme Board	Amount

Better Places Partnership	1.944
Children & Young People Strategic Partnership	9.910
Enterprise Partnership	1.200
Integrated Housing Board	.223
Safer Communities Executive Board	2.066
Neighbourhoods and Capacity	1.793
Well Being	5.143
Total	22.279

4. Allocating the Area Based Grant for 2009/10 and 2010/11

4.1 The ABG in 2009/10 is worth approximately £24.049m, an increase of £1.77m (8%) on 2008/09. In 2010/11, the Supporting People Grant (£18.666m) will be included within the ABG, totalling approximately £42.590m.

4.2 The table below shows the theme board allocations for the next two years.

ABG 2009/10 and 2010/11 allocations			
	2008/09 allocation (£m)	2009/10 allocation (£m)	2010/11 allocation (£m)
Better Places Partnership	1.944	2.019	2.019
Children & Young People's Partnership	9.910	11.149	11.149
Enterprise Partnership	1.200	1.556	1.431
Integrated Housing Board	.223	.223	.223
Safer Communities Executive Board	2.066	2.166	2.166
Neighbourhoods and Capacity	1.793	1.793	1.793
Well Being Partnership Board	5.143	5.143	5.143
Supporting People		0	18.666
Total	22.279	24.049	42.590

4.3 The allocation to theme boards passport through the majority of identified increases received within the authorities overall ABG allocation, as specified by the various government departments. This will enable theme boards to achieve their priority outcomes whilst ensuring that no area sees a reduction, based on the 2008/09 allocations. In addition awarding two year allocations provides financial stability and certainty to thematic boards and providers alike, subject to conditions, and is in line with government guidance for the Area Based Grant.

The Children and Young Peoples Strategic Partnership receives the most significant increase to its overall allocation resulting from increases to a number of the DCSF grants within the overall ABG allocation. Support for Children and Young People remains a key priority for the partnership and this is reflected in the decision to passport all DCSF grant increases to this area.

The Enterprise Partnership Board receives the increase to its allocation from the Working Neighbourhoods Fund (WNF). The main remit for WNF is tackling worklessness. Locally, levels of worklessness remain a concern and this will

continue to be a priority for the partnership considering the current economic conditions.

5. Area Based Grant programme for 2009/10 and 2010/11

- 5.1 Theme Board lead officers have been informed of their allocations for 2009/10 and 2010/11 and have been asked to consider and plan, in consultation with lead members and partners, the programme of activities to be funded for the next two years.
- 5.2 The 2009/10 and 2010/11 programmes are being developed around theme board priority areas; local, regional and national priorities; and the key priority outcomes of the Haringey Strategic Partnership as detailed within the Local Area Agreement and the Sustainable Community Strategy. Additional funding is to be specifically targeted at key areas of risk and theme boards are asked to set in place contingency plans to mitigate against risk should they arise.
- 5.3 Proposed programmes are to be discussed and agreed at the relevant HSP theme board or through its nominated sub structures, and seek to have partner endorsement prior to recommendation for approval to the HSP's Performance Management Group in March 2009.

6. Financial Implications

- 6.1 The allocations passport through increases to achieve priority outcomes whilst ensuring that no area sees a reduction. Awarding two year allocations provides financial stability and certainty to thematic boards and providers alike, subject to conditions, and is in line with government guidance for the ABG.

7. Legal Implications

- 7.1 The ABG is a non-ring fenced revenue grant paid to local authorities to use 'as they see fit' to support the delivery of local, regional and national priorities. In previous years, the HSP had responsibility to make sure the NRF and the LAA Grant was used to deliver key partnership activity. Continuing with this policy, the council agreed to share the information on the ABG expenditure for 2008/09 with partners.

8. List the proposed routing for the report through the formal decision making process

- 8.1 It is proposed that the ABG allocations for theme boards and the programme of projects to be delivered is taken through the following decision making process:
 - 3rd December: Report to PMG - theme board allocations
 - 26th January 2009: Report to CABINET - theme allocations to be reported as part of the wider financial planning report
 - 26th February 2009: Report to the HSP - thematic board allocations
 - 18th March 2009: Report to PMG – proposed programme of activities
 - Theme board allocations and proposed programme of activities to be reported to thematic boards during cycle 3 and 4.



Meeting: Haringey Strategic Partnership

Date: 26 February 2009

Report Title: Haringey Housing Strategy 2009-19 - Update

Report of: Assistant Director for Strategic and Community Housing Services, Haringey Council

Introduction

At its last meeting on 10 December 2008, the Integrated Housing Board received a report that provided an update on the progress made in relation to the Housing Strategy 2009-19.

This report updates the HSP on the progress made since that meeting.

Recommendations

- i. To note the progress that is being made in developing the Strategy.
- ii. To note the approach and timetable that is proposed for the ongoing development of the Strategy.
- iii. To note the contents of the working document (link attached below) and provides feedback on the content:

<http://www.haringey.gov.uk/housingstrategy>

Progress to date

The Council agreed that the HSP should play an active role in the development of the Housing Strategy and that the Strategy should set out how value for money would be achieved through partnership.

The following work (supported by a 'key issues' paper) has been undertaken to develop Haringey's 10 year Housing Strategy 2009-19:

All the following groups have now considered the draft Housing Strategy:

- Stakeholder Group
- Landlords Forum
- RSL and Developers Forum
- Council's Cabinet

The Integrated Housing Board agreed that the Housing Strategy should address the needs of people affected by the economic downturn.

Since the Integrated Housing Board's last meeting, the Strategy had been developed to further address the needs of children and young people, including safeguarding.

The Integrated Housing Board discussed the role of Place Shaping and how this should be integrated within the Strategy and it was noted that the Council's Local Development Framework (LDF) formed the key tool in respect of this. There was agreement that, as this was a broad issue, it should be considered by a wider forum.

There was agreement that Place Shaping should form one of the themes for discussion at the Housing Strategy Conference on 18 February 2009.

Process for development

A draft Housing Strategy is in the process of development, and the latest working document is obtainable via the link above.

Members of the HSP are invited to review the document and provide comments that will inform the development of this draft.

Haringey faces a number of challenges in achieving its aspirations for housing. The borough has high levels of housing need, and a shortfall in affordable housing. 4,815 households live in temporary accommodation (October 2008), 10% of homes are over-crowded, 17% of private sector stock is unfit, and the council and social housing providers are working on significant investment programmes to bring their homes to Decent Homes standards. Responding to these issues is key for the borough: 26% of residents consider affordable decent housing to be the most important thing in making somewhere a good place to live, and 17% think it is the thing that most needs improving in the local area. Poor housing has also been found to have a negative impact on other areas of life for children and young people, in particular their health and well-being, and educational attainment.

The make-up of the borough's neighbourhoods is diverse, exhibiting affluence and deprivation, including areas which are successful and areas of potential. Significant regeneration programmes are working to transform neighbourhoods in the borough at Tottenham Hale and Haringey Heartlands. The economic down-turn raises challenges to our work to renew and regenerate the borough's housing at the same time as the introduction of the Homes and Communities Agency and the new Mayor's Draft Housing Strategy provides an opportunity to strengthen our dialogue and partnership with regional and national partners to ensure that we have the best opportunity to achieve our aspirations for Haringey.

The draft strategy identifies as its vision the creation of: *balanced neighbourhoods of choice, which meet the housing aspirations of Haringey's*

residents and offer quality, affordability and sustainability for current and future generations

In achieving this four main aims are identified:

1. To meet housing need through mixed communities which provide opportunities for our residents
2. To ensure housing in the borough is well managed, of high quality, and sustainable
3. To provide people with the support and advice they need
4. To make all homes in the borough a part of neighbourhoods of choice

Three principles have been identified as key components of the way we wish to work in Haringey:

- Partnership, in our work with local partners
- Strong relationships with government and national agencies (such as HCA and TSA) that will guarantee the best deal for Haringey's residents
- Engagement with residents and communities so that decisions and service improvement are shaped by what they want.

The draft strategy identifies the key actions, along with the key indicators we will use to measure our progress in achieving our aims. As this is an overarching strategy the majority of actions are addressed in more detail through existing delivery mechanisms: the strategy does not replicate these, but will clearly signpost through its implementation plan where responsibility for the detail of implementation lies. Delivery will be overseen by the Integrated Housing Board through its quarterly monitoring process.

Consultation

A seven week consultation period between 26 January 2009 and 15 March 2009 has now begun. A wide-range of communities will be consulted with, including residents, partners, community groups and council staff, using a range of methods and materials.

The consultation will make use of existing forums, including the Haringey Strategic Partnership and its theme boards, resident engagement mechanisms used by Homes for Haringey and housing association partners, community and voluntary groups, the Youth Council and the Haringey Forum for Older People, and other consultative forums in place for engaging with housing stakeholders.

A Housing Conference attended by over a hundred delegates was held on 18 February 2009, and the website, Haringey People, and customer access points in the borough are all being used to reach a wider audience.

Consultation materials have been produced in a range of formats, and pitched at different levels to ensure people are able to access the level of detail appropriate to their need or interest, and given opportunity to feedback face to

face, online, or in writing.

The results of the consultation will be incorporated into a final strategy and reported to the Council's Cabinet in April 2009.

For more information contact:

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Nick Powell, Head of Housing Strategy, Development and Partnerships,
Strategic and Community Housing Services
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Appendices

Housing Strategy 2009/10 –link set out below:

<http://www.haringey.gov.uk/housingstrategy>



Meeting: Haringey Strategic Partnership

Date: 26 February 2009

Report Title: Haringey Sustainable Community Strategy: Progress Report June 2007-December 2008

Report of: Helena Pugh, Head of Corporate Policy

Purpose

For the Haringey Strategic Partnership (HSP) to approve the final Haringey Community Strategy: Progress Report *Summary*, June 2007-Dec 2008.

Summary

The Sustainable Community Strategy (SCS) covers the period from 2007-2016 and is the overarching strategy for Haringey. Its vision to 2016 is that the borough is '*a place for diverse communities that people are proud to belong to*'. The Strategy sets out six key outcomes:

- People at the heart of change
- An environmentally sustainable future
- Economic vitality and prosperity shared by all
- Safer for all
- Healthier people with a better quality of life
- People and customer focused

It aims to address the issues which cannot be resolved by one organisation alone. It is therefore linked to organisation plans and partnership strategies.

At Performance Management Group (PMG) on the 3rd December, it was agreed to develop a progress report on the priorities of the Sustainable Community Strategy. It was agreed that the report should be aimed at residents and would be taken to the HSP for sign off.

The report (Appendix 1) has been prepared in consultation with the HSP Coordinators Group and officers from across the Council and Partnership. It highlights the Partnership's key achievements against the outcomes and priorities of Sustainable Community Strategy from the launch of the strategy in June 2007 to Dec 2008. It also looks ahead to what we will be doing over the next two years to further meet what we said we would do. It also identifies some of our key targets from the Local Area Agreement (LAA).

Legal/Financial Implications

There are no legal implications attached to the summary progress report.

The Progress Report will be circulated with Haringey People. All costs will be met from within existing budgets.

Recommendations

That the HSP approve the Haringey Community Strategy: Progress Report *Summary*, June 2007-Dec 2008 for circulation with the April Haringey People.

For more information contact:

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Background

1.1 The Sustainable Community Strategy (SCS) covers the period from 2007-2016 and is the overarching strategy for Haringey. Its vision to 2016 is that the borough is '*a place for diverse communities that people are proud to belong to*'. The Strategy sets out six key outcomes:

- People at the heart of change
- An environmentally sustainable future
- Economic vitality and prosperity shared by all
- Safer for all
- Healthier people with a better quality of life
- People and customer focused

1.1.1 It aims to address the issues which cannot be resolved by one organisation alone. It is therefore linked to organisation plans and partnership strategies.

1.1.2 At Performance Management Group (PMG) on the 3rd December, it was agreed to develop a progress report on the priorities of the Sustainable Community Strategy. It was agreed that the report should be aimed at residents and would be developed with the Haringey Strategic Partnership (HSP) Co-ordinators' Group and taken to the HSP for sign off.

1.2 Rationale for producing the report

1.2.1 A core principle of Comprehensive Area Assessment (CAA) is that it should be rooted in the needs and aspirations of local people in each area. The CAA draft guidance specifically states that: '*the Sustainable Community Strategy and housing strategy, the Local Development Framework and Joint Strategic Needs Assessment will be key documents. CAA will look at whether the ambitions they set out are on course to be achieved.*'

1.2.2 Although the CAA will take the Local Area Agreement (LAA) as its starting point, it will look more widely at outcomes for local people as set out in the Sustainable Community Strategy and the area assessment in particular, will use all available evidence to evaluate the experience of residents with a focus on people in vulnerable circumstances.

1.2.3 The report will help us to demonstrate progress on our priorities over and above the work reported through the LAA. It uses qualitative examples of initiatives to complement our performance reports based on the Haringey Strategic Partnership (HSP) scorecard.

1.3 Developing the Progress Report

1.3.1 The summary progress report has been produced (appendix 1).

1.3.2 Contributions have been collated from the Haringey Strategic Partnership (HSP) Coordinators Group and officers from across the Council and the Partnership. The following criteria have been used to select examples:

- Partnership focus
- Representative of the diversity of the borough
- People focus
- Outcome focus

1.3.3 The report is structured around the Sustainable Community Strategy six outcomes and related priorities. It showcases key achievements against each priority and outlines our next steps towards meeting the priorities for 2009-2011. It also identifies some of our key targets from the Local Area Agreement (LAA); these will be updated to reflect the targets in the LAA refresh.

1.3.4 The draft summary progress report was submitted to CEMB and the PMG 20th January and to Cabinet on the 24th February. The report has been refined to incorporate feedback from CEMB and the PMG. This includes the addition of the following priority to reflect our strengthened commitment to provide support and protection to the most vulnerable people in our community: 'Safeguard children and adults from abuse and neglect wherever possible and deal with it appropriately and effectively if it does occur'. Cabinet has been asked to provide comments and the report will be updated to incorporate their feedback.

1.3.5 The report will be circulated with the April edition of Haringey People.

1.3.6 A fuller version of the progress report will be compiled which will be based on the following list of over-arching plans and strategies:

- Children and Young People's Plan (CYPP)
- Core Strategy
- Council Plan
- Fire Brigade's Corporate Plan
- Greenest Borough Strategy

- Haringey Compact
- Haringey Policing Plan
- Homelessness Strategy
- Joint Strategic Needs Assessment (JSNA)
- Local Area Agreement
- NHS Haringey Strategic Plan
- Regeneration Strategy
- Safer For All Strategy
- Well-being Strategic Framework (WBSF)

Appendices

Appendix 1: Sustainable Community Strategy Progress Report *Summary*,
June 2007- Dec 2008



**Haringey's Community Strategy
2007-2016**

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

Welcome to the first progress report on Haringey's Sustainable Community Strategy, which sets out the long-term vision for Haringey. It is based on the things you told us matter to you, such as: the environment in which you live, crime, improved services and economic prosperity, all of which influence the quality of life in the borough.

Since we published the Strategy 18 months ago, lots of exciting and innovative work has gone on to deliver the outcomes and the priorities we identified as steps along the way to help make the Borough a better place. This report highlights some of those excellent achievements. It also looks at the work the Haringey Strategic Partnership (HSP) will be undertaking during 2009-2011 to help us to further deliver what we said we would do.

We recognise that we are entering a challenging period with public confidence in our child protection services shaken as well as the current economic downturn. To reflect our strengthened commitment to provide support and protection to the most vulnerable people in our community we have added the following priority: 'Safeguard children and adults from abuse and neglect wherever possible and deal with it appropriately and effectively if it does occur'. In addition we are committed to doing all we can to help local people in the current financial climate while delivering quality services and providing value for money.

If you would like a copy of the full version of the Community Strategy Progress Report or Haringey's Community Strategy visit:
http://www.haringey.gov.uk/index/community_and_leisure/hsp/sustainablecommunitystrategy.htm

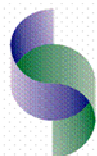
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February 2009

Haringey's Community Strategy - Summary Progress Report.

What you said matters to you	People at the heart of change	An environmentally sustainable future	Economic vitality and prosperity shared by all
What we will do	<ul style="list-style-type: none"> Promote community cohesion Meet population growth and change Improve supporting facilities, services & infrastructure Meet housing demand Improve transport Provide a better, cleaner public realm and built environment Provide award winning parks and open spaces Provide even better shopping and cultural and leisure opportunities 	<ul style="list-style-type: none"> Tackle climate change Manage our environmental resources more effectively Increase recycling and reduce waste Promote sustainable transport Encourage our future citizens to be our first 'green generation' Protect the natural environment 	<ul style="list-style-type: none"> Reduce worklessness Increase skills and educational achievement Increase sustainable economic activity Maximise income Address child poverty
What we have achieved so far June 2007- Dec 2008	<ul style="list-style-type: none"> We have established a Community Cohesion Forum bringing together representatives of different groups from across the borough. Over 40 representatives have signed up to the Community Cohesion Pledge. We now have 12 award-winning parks and open spaces. We have received £200m from Government to invest in the Decent Homes programme. We have invested £11.6m in improvements to highways infrastructure. We have been allocated £11m from Government to enable regeneration and housing development. We opened the Bernie Grant Arts Centre. 	<ul style="list-style-type: none"> We have produced a Greening Your Home guide. Now 48,000 households in Haringey can recycle papers, cans, glass, plastic bottles and cardboard from their green box. More than 50 households signed up for the Watch Your Waste Challenge. The Moselle Special Schools School Travel project has been named best public service transport project in the country. We have set up a Sustainable Investment Fund to promote environmentally sustainable schemes in schools. 	<ul style="list-style-type: none"> Back to work advice and information to lone parents is now available. Haringey pupils have achieved outstanding exam results at GCSE level. A state-of-the-art sixth form centre has opened in White Hart Lane. A Benefit Outreach Programme has been providing advice and information on benefit take-up to residents.
What we plan to do next 2009-2011	<ul style="list-style-type: none"> We will develop inter-generational activities. We will ensure that more of our green spaces are award-winning. We will explore ways of bringing empty properties back into use as social housing. We will provide on-going education to prevent littering, dumping, fly-posting and graffiti. 	<ul style="list-style-type: none"> We will extend mixed recycling services to all kerbside households. We will work with schools to promote sustainable food. We will plant 500 trees each year between now and 2011. 	<ul style="list-style-type: none"> We will invest £212m in refurbishing and rebuilding all secondary schools in the borough as part of the Building Schools for the Future programme, and we will invest £12m in primary schools. We will provide benefit advice to parents of primary school age children. We will launch the Employer Zone to support residents and open up increased employment opportunities to Haringey Guarantee participants.
What we aim to do	<ul style="list-style-type: none"> By 2011 tbc% of people will believe people from different backgrounds get on well together in their local area. We will achieve 7 green pennant awards for our parks. By 2011 88% of our streets will have high standards of cleanliness. 	<ul style="list-style-type: none"> By 2011 we will achieve an 11% reduction in CO2 levels. We will improve access to services and facilities through encouraging use of public transport, walking and cycling by x (tbc). By 2011 we will be recycling, composting or reusing 35% of household waste. 	<ul style="list-style-type: none"> By 2011 the percentage of 16 to 18 year olds who are not in education, training or employment (NEET) will be reduced to 8.9%. By 2011 74.3% of young people aged 19 will achieve a level two qualification.

What you said matters to you	Safer for all	Healthier people with a better quality of life	People and customer focused
What we will do	<ul style="list-style-type: none"> • Reduce the incidence and fear of crime • Address anti-social behaviour • Create safe and secure homes, and tackle domestic violence • Create a positive future for our children and young people • Safeguard children and adults from abuse and neglect wherever possible and deal with it appropriately and effectively if it does occur 	<ul style="list-style-type: none"> • Tackle health inequalities • Improve life expectancy • Give greater opportunities to live a healthier lifestyle • Promote independence and provide high quality support and care for those in the greatest need • Give babies, children and young people the best possible start in life • Create more decent and energy efficient homes, focussing on the most vulnerable 	<ul style="list-style-type: none"> • Deliver high quality, needs based and customer focused services that offer value for money • Increase resident satisfaction with services and the area they live in • Deliver transparent and accountable local leadership • Provide greater opportunity for civic engagement and participation • Draw on the strength of the voluntary and community sector • Make our children and young people active citizens
What we have achieved so far June 2007-Dec 2008	<ul style="list-style-type: none"> • Operation Blunt 2 has already seen Haringey Police recover over 230 knives and other weapons across the borough. • 56 young people took part in the 'Say Yes Challenge' to come up with crime reduction ideas. • Free home fire safety checks are now available to all homes in the borough. • 197 older people who have been victims of burglary have been visited by our Care and Repair service and there have been no repeat burglaries. • The "Drive Out Domestic Violence Bus" which tours Haringey during Peace Week every November received an award from the Mayor of London. 	<ul style="list-style-type: none"> • 1,000 people visited our Diabetes 'Measure Up' road show and 330 people took a diabetes test. • More than 150 people a year have taken part in our Expert Patient Programme helping them to manage their long-term conditions more effectively • 76% of our schools achieved Healthy School status. • The Triangle Children's Centre was opened in Seven Sisters and is now one of 18 children's centres across the borough. 	<ul style="list-style-type: none"> • We have introduced START, the new single point of entry to community mental health services. • Over 2,700 young people voted to decide Haringey's UK Youth Parliament representatives. • The Making the Difference fund has been providing £350k a year to community projects. • The Haringey Forum for Older People has over 840 members. • The Haringey Local involvement Network (LINK) was launched. It monitors and makes recommendations about health and social care services in the borough.
What we plan to do next 2009-2011	<ul style="list-style-type: none"> • Our Youth At Risk programme will work with 50 young people aged 16-18. • We will continue to provide specialist substance misuse support and advice to vulnerable young people and their parents or carers. • We will continue to support and monitor the Community Justice Court pilot to ensure that sentences reflect the concerns of the local community. 	<ul style="list-style-type: none"> • From June 2009 more than 700 people per year will be able to be referred to our Active for Life programme. • Residents aged 40-74 will be offered vascular risk assessments over the next 3 years. • We will develop personal budgets for social care users.. • We will continue our work with schools as part of the Healthy Schools programme. 	<ul style="list-style-type: none"> • We will develop a proactive Reaching Out programme to ensure excluded and vulnerable older people have their voices heard. • We will be trialling texting as another way for residents to give their opinions and ideas on future developments in the borough. • We will develop and build the capacity of Parents' Forums.
What we aim to do	<ul style="list-style-type: none"> • By 2011 robbery, burglary and theft of or from a motor vehicle will be reduced to 35.4 per 1,000 residents. • By 2011 there will be a 20% increase in drug misusers in effective treatment. • By 2011 we will reduce the number of young people aged 10-17 entering the Youth Justice System for the first time by 14%. 	<ul style="list-style-type: none"> • In 2011 there will be 1008 smoking quitters per 100,000 of the population. • By 2011 we will help 79% of vulnerable people to live independently. • By 2011 we will reduce obesity to 24% among primary school age children in year 6. • By 2011 90% of children will receive the MMR immunisation by their second birthday. 	<ul style="list-style-type: none"> • By 2011 tbc% of residents will agree that they have received fair treatment by local services. • By 2011 X (tbc) residents will participate in regular volunteering. • By 2011 tbc% of people will feel that they can influence decisions in their locality.



haringey strategic partnership

How you can help shape the future of Haringey

Haringey's Strategic Partnership (HSP) is committed to providing the services that Haringey people deserve. Listening to the people who live and work in Haringey is an essential part of making sure we are achieving our aims. We want to hear your views about local services and our future plans for Haringey.

We carry out consultations to get the views of as many residents as possible. You can find out about consultations through [Haringey People](#) magazine, [Area Assembly](#) meetings, [Safer Neighbourhood](#) Panel meetings, local newspapers, libraries, tenants and residents associations and [HSP Partners' websites](#).

Have your say

You can make a contribution to community planning through:

- Attending your local [Area Assembly](#).
- Letting us know your views on consultations. Haringey Council has a specific part of the web site devoted to consultations: <http://www.haringey.gov.uk/haveyoursay>. and it is planned that most HSP Partners will have their consultations on this part of the web site in the near future.
- Becoming involved in local activities that contribute to the implementation of the Community Strategy. For example, you could become a volunteer, support local events, get involved in consultation exercises, speak to your local Councillor about local issues that are important to you, become a School Governor, or improve your own skills via an adult learning course.
- Becoming involved with Haringey Health and Social Care LINK (Local Involvement Network). LINK gives you the opportunity to influence your local health and care services. There are many ways you can get involved: you can take a few minutes to answer a survey or take longer to represent the community when a health or social care service is being discussed with service providers. Contact the LINK office by phone 020 8888 0579 or email HaringeyLINK@shaw-trust.org.uk.

Contact Us

If you have any comments about this document or you would like to have a copy of the full version of Haringey's Community Strategy Progress Report visit http://www.haringey.gov.uk/index/community_and_leisure/hsp/sustainablecommunitystrategy.htm or contact:

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haringey strategic partnership

Meeting: Haringey Strategic Partnership

Date: 26 February 2009

Report Title: Briefing on the Proposed Merger of the College of North East London (CONEL) and Enfield College

Report of: Paul Head, Principal CONEL

Purpose

To brief the HSP on the current progress with the proposed merger of the College of North East London (CONEL) and Enfield College.

Summary

The public consultation on the proposal took place from 5 December 2008 and complete on 19 January 2009. There were forty-two formal responses to the consultation document. The governors of both colleges have agreed that, on the basis of their consideration of the outcomes of due diligence reports and responses from public consultation, we will continue to prepare a full proposal for submission to the Learning and Skills Council for the merger of Enfield College with the College of North East London.

The Colleges are now undertaking the detailed preparation of the full merger proposal for consideration by governors in early April and then by the LSC Regional Council. If the proposal is approved by the Governors and Regional Council it will be submitted to the Secretary of State for Innovation, Universities and Skills for consideration and decision. The target date for merger is 1 August 2009.

Legal/Financial Implications

None for the HSP.

Recommendations

Note the report.

For more information contact:

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Background

Purpose

The purpose of this report is to update the Haringey Strategic Partnership (HSP) about developments current progress with the proposed merger of the College of North East London (CONEL) and Enfield College.

Current Position

The Proposal

The public consultation on the proposal took place from 5 December 2008 and complete on 19 January 2009.

A summary of the public consultation document is attached.

The proposals aim to create for the future a vibrant college in the Upper Lea Valley, serving the area from Stamford Hill to the M25. We believe that this offers a unique opportunity to make a major contribution to the regeneration legacy of the 2012 Olympics. The vision is for a new college to benefit learners and communities as the best means to enhance learning for individuals and develop and deliver skills for businesses throughout the Upper Lea Valley.

Together as a merged institution, the two colleges would be stronger than they can be individually. The merger creates opportunities for investment at both sites and we will look to add new facilities, creating greater choice for individuals, for communities and for employers. These developments would be of particular benefits to communities in the east of Enfield and Haringey.

The merger would build on our existing strengths and pool our resources to create a brand new college, one that is designed to serve the needs of generations of Enfield and Haringey learners in the long term.

Public Consultation

Public consultation followed agreement by the Learning and Skills Council (LSC) London Regional Council and Ministerial approval from the Department of Innovation, Universities and Skills (DIUS).

Consultation on merger proposals is a statutory requirement placed on the LSC. It requires the following documents to be produced:

- the statutory Draft Proposal; a short two page document providing key details about the reorganisation proposal as prescribed by regulations;
- the statutory Summary of the Draft Proposal; which is the public notice summarising the draft proposal; and
- the Consultation Document, which describes the reorganisation proposal in detail.

The LSC arranged for the public notices to appear in the local press in week commencing 1 December 2008 and copies of the notices to be displayed in public libraries and at the two colleges' premises. The LSC sent out 271 copies of the consultation document to the agreed list of recipients and the document was published on the LSC website on 5 December 2008. Press releases were sent out by the LSC and by the colleges. The two colleges also briefed their staff about this stage in the merger process and circulated brief summaries of the consultation document to staff and over 1,000 other key stakeholders in Enfield and Haringey.

The public consultation started on 5 December 2008 and completed on 19 January 2009. An allowance of two additional weeks was made for the Christmas break.

The responses were addressed to the LSC, who have sent copies to the colleges for response, where necessary. The LSC keeps the responses and additional correspondence (such as local LSC replies, college responses, action taken, etc.). When the full proposal is forwarded to the Secretary of State, the responses and additional correspondence will be included in supporting documentation.

The LSC had received 42 formal responses to the consultation document during the period 5 December to 19 January. A further 2 responses were received after 19 January. Responses have been received from:

- 5 colleges
- 2 providers
- 3 higher education organisations (2 universities, 1 private provider)
- 1 school
- 4 unions (3 employer, 1 student)
- 2 Local Authorities (Haringey and Enfield)
- 6 representative organisations
- 7 voluntary/community organisations
- 1 member of staff
- 5 employers
- 1 collective student response (summary of 330 CONEL student responses)
- The Office for Standards in Education (Ofsted)
- Metropolitan Police.

These responses were considered by the Governors Joint Steering Group at the end of January and then at a joint meeting of the full Governors of both Colleges in February. Separate Governing Body meetings also had the opportunity to consider the responses.

There were no responses that raised any fundamental issues to prevent a merger proposal proceeding to the next stage of consideration. However, the following issues that were raised by a number of respondents will require a response:

- The reaction to the proposed name
- Concerns about traveling time and travel costs
- Partnership working and concerns about the potentially adverse impact on recruitment of learners by surrounding post-16 educational organisations
- Concerns about the implications of merger for staff
- The implications of the current economic climate and increased unemployment on the merger proposal
- Arrangements for the planning and funding of 14-19 provision in Enfield and Haringey

The LSC will write to all respondents providing a response where appropriate or informing the respondent that the colleges will be writing to them to address their questions or concerns. In addition a general response to the themes raised by external stakeholders that will be published on the college websites to keep local communities and all other stakeholders informed about the outcomes of the consultation. This will also be circulated to all of the organisations sent the original summary proposal in December. Responses will also be made to the issues raised by staff and students. Issues raised by respondents' concerns in the final proposal.

2.3 Due Diligence

In parallel with the public consultation, the colleges undertook financial and legal due diligence on each other. The reports from the external auditors and the legal advisors were again considered by each college and by the joint meeting of the full governors of both colleges and then by separate Governing Body meetings. There were no factors identified by due diligence that raised any fundamental issue to prevent the merger proposal proceeding to the next stage of consideration.

2.4 Governors' Decision

The governors of both colleges have agreed that, on the basis of their consideration of the outcomes of due diligence reports and responses from public consultation, we will continue to prepare a full proposal for submission to the Learning and Skills Council for the merger of Enfield College with the College of North East London.

3. Next Steps

As noted above we will respond to the issues raised in the public consultation and finalise issues identified in due diligence. The Colleges are now undertaking the detailed preparation of the full merger proposal for consideration by governors in early April and then by the LSC Regional Council. If the proposal is approved by the Governors and Regional Council it will be submitted to the Secretary of State for Innovation, Universities and Skills for consideration and decision.

The formal merger process to date has been:

- Agreement by each college to draft an Initial Outliner Proposal (IOP) to merge – completed April 2008
- Approval by each college of the draft IOP and submission to the LSC – completed September 2008
- LSC approval to consult publicly – completed 20 November 2008
- Public consultation – completed January 2009
- Completion of due diligence reviews for each college – completed January 2009

Next steps are:

- January / February 2009: Consideration of responses to the consultation and responses to consultees
- March 2009: Completion of the full merger proposal
- April 2009: Consideration of full proposal by the Governing Bodies of both Colleges
- April 2009: Submission to LSC of the full merger proposal
- May 2009: Submission to the Secretary of State for approval
- 1 August 2009 Target date for merger

Paul Head
Principal
CONEL
February 2009

Appendices

1. Summary of Consultation Document attached

The full consultation document can be viewed at:

<http://www.lsc.gov.uk/regions/London/News/reorganisationproposals/conelenfield/>

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A College for the Future in the Upper Lea Valley

Summary of a Consultation Document for a Merger between Enfield College and the College of North East London



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Foreword

from Steve Wright, Chairman of Governors,
Enfield College and Keith Brown, Chairman of
Governors, College of North East London (CONEL)

Imagine a vibrant college for the future in the Upper Lea Valley. Imagine a college which meets the needs of learners, employers and the community through its innovative and comprehensive mix of education and training, with clear pathways and progression routes, delivered through high quality teaching and learning in first-rate learning environments.

This is our view of the potential of a merged college bringing together the strengths and potential for development of Enfield College and CONEL and adding value through increased choice and opportunities for learners, improved services and upgraded facilities.

Enfield College and CONEL recognise each other as the best partner and a merged college, operational from August 2009, as the best option for learners, employers and the local community. We hope you support our vision and welcome your views.



Steve Wright



Keith Brown

Introduction

This booklet summarises the contents of the Consultation Document which is being published by the Learning and Skills Council (LSC).

The document sets out the background and rationale for a proposal from the College of North East London (CONEL) and Enfield College that they should merge to form a single college which would be called The College of Haringey, Enfield and North East London.

The full Consultation Document can be downloaded from

www.lsc.gov.uk/regions/london/news/reorganisationproposals

Any merger proposal will require the formal approval of the LSC before it can be sent to the Secretary of State for Innovation, Universities and Skills for a decision.

The LSC London Regional Council will consider the results of this consultation, due diligence studies, and the full merger proposal from the colleges at a meeting of the Regional Council in May 2009. The criteria against which it will judge the proposal are set out in the full consultation document. The LSC will then decide whether to forward a merger proposal to the Secretary of State for determination.

There is a statutory requirement that proposals are subject to a consultation period of at least one month. A list of organisations being consulted is included in the full Consultation Document.

Your comments on the merger proposal and any information contained in the document are welcomed.

The final date for receipt of comments is 19 January 2009.

Summary

Enfield College and CONEL believe that a merger to form a single college will provide more choice and bring benefits to learners, to business, to the community, and to the future prosperity of the local area.

Better for learners

The merged college will focus on delivering quality education and training for the Upper Lea Valley – the area of eastern Enfield and Haringey between the M25 and Stamford Hill. Opportunities and outcomes for learners of all ages from 14 will be enhanced and participation rates increased through:

- A broad curriculum, with a strong emphasis on vocational, life and employment skills, which meets the needs of learners and employers and complements that offered by other providers in the area
- The development of new provision through collaboration and innovative partnership initiatives with local schools and other education and training initiatives
- A strategy to improve learner performance and achieve excellent success rates
- The exploitation of technology to offer more interactive and flexible learning opportunities
- The flexibility to expand services in response to need, such as employability, services to employers, 14-19 provision with full progression routes, provision for 16-18 year olds not in education, employment or training (NEETs) and higher education (HE)
- Improvements to buildings and facilities at both the existing college sites and the development of new facilities at Ponders End

It is the Governors' intention that with its high reputation, upgraded facilities and exciting vocational offer, the merged college will enable learners in the area to make smooth progress to further learning, employment or HE.

Better for business

The merged college will develop a close relationship with local businesses, providing a range of services, including bespoke education and training provision. CONEL leads the North London Train to Gain Consortium and has already received certification under the new Training Quality Standard. The merged college will build on these successes and expand services, particularly into eastern Enfield. Local employers will be able to look forward to working with the college to develop the local workforce and to recruiting suitably qualified new employees who are used to striving for excellence.

Better for the community

The strengthened provision and expanded new services offered by the merged college will better meet the needs of the community in the Upper Lea Valley. The whole community will be able to benefit from the current strengths and successes of both Enfield College and CONEL. One such area of success is the preparation of learners for life and work, including courses in literacy and numeracy, which will be the merged college's largest curriculum area, reflecting the needs of the local community in the more deprived eastern sides of Enfield and Haringey. Local peoples' abilities and ambitions will be nurtured and more people from the local community will be able to progress in employment and learning. The merged college will offer existing partners in community organisations, local authorities and other educational providers the opportunity to develop their relationships with increased benefit for the whole community.

Better for choice

Learners and employers in the area already have a wide choice of local providers, varying in size and specialism, including other further education (FE) colleges, schools and private training organisations. The merged college will enhance choice for learners and employers by providing new vocational opportunities, additional progression routes up to HE level and an increased capacity to respond to employers' needs.

Better for the future

The financial strength of the merged college will allow it to invest in improvements to its estate, continue the development of the joint Enfield College and CONEL property strategy, and seek LSC and lending support for new proposals. Opportunities to develop HE in the Upper Lea Valley, establish diverse income streams and secure further investment in high quality provision will be enhanced. With the capacity to respond to change, the college will be well placed to meet the future challenges of its national, regional and local context. It will be able to:

- react more flexibly and innovatively to changes in educational policy nationally, to the changing role of FE colleges and changing funding priorities
- respond to changes in the social and economic conditions in the Upper Lea Valley, the growth in population and the decline in traditional employment from manufacturing
- equip local people with skills to compete successfully for jobs and work with local employers on staff training

A successful College of Haringey, Enfield and North East London situated in the Upper Lea Valley will have a positive impact on the strategic and economic development of the area and help to realise the legacy of the 2012 Olympics.





Meeting: Haringey Strategic Partnership

Date: 26 February 2009

Report Title: Thematic Board Updates

Report of: Mary Connolly, Partnerships Manager, Haringey Council

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.

Financial/Legal Comments

N/A.

For more information contact:

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Better Places Partnership Board

The Better Places Partnership met on 11 February 2009 and received a presentation on the Corporate Area Assessment and its role in the new approach to assessing the performance of local public services in the area.

The Board is taking forward its work to deliver the Greenest Borough Strategy by identifying flagship partnership projects on which to lead, which address the Strategy's priority themes. Building on prior discussion with a broad range of partners, which identified a number of potential projects, the Board agreed on the value of work on sustainable food and allotments, and accessible transport, in meeting partners' priorities. The viability of proposals will be assessed and presented to the next meeting.

The Partnership also received a report setting out performance during the Third Quarter of 2008/09. All of the projects within the Boards responsibility are meeting and delivering targets and that the majority of performance indicators were being met. The Board discussed the reasons behind below-target performance against the recycling indicator, and the action being taken to improve performance. The board agreed that work to develop proxy indicators for indicator NI 186, Per Capita CO2 Emissions in the LA Area would be brought to the next meeting. The partnership also agreed to the adoption of a Risk Register, and to monitor this at each of its quarterly meetings.

Children and Young People's Strategic Partnership Board

Since the last HSP meeting the Board has had two meetings, one in December 2008 and one in early February 2009.

The focus of the December meeting was the recently published Joint Area Review (JAR) report and the initial reactions and steps Partners were taking in response to the report. There was a general discussion around the future of the Board and how its Terms of Reference, Membership and status might be altered to achieve improvements to the quality of services for children and young people in Haringey and across the partnership. As part of these discussions the Board decided to explore options for replacing the existing Children and Young People's Strategic Partnership Board with a Children's Trust Board. This move also reflects new draft Government legislation, which will require the establishment of Children's Trust Boards and proposes to extend the duty of co-operation to promote the well being of children and young people. The Board also agreed that the Chair of the LSCB should be co-opted onto the Board to improve links between the two bodies.

At the February meeting the Board also saw an early outline draft of the Action Plan that was being prepared in response to the JAR. Subsequently the full draft plan has been circulated to all CYPSP members

The Board also received a report on progress and future consultation for the Children and Young People's Plan. The current Plan, Changing Lives, was originally scheduled to end in March and consultation on a new Plan had started last year. The themes and comments from this earlier consultation have been brought together for a second stage of consultation. It has been agreed to extend the current Plan to September to allow sufficient time for further consultation and for consideration of the new legislation and guidance from Government.

The strategic items presented at the last two meetings included a presentation from the Mental Health Trust on CAMHS services in Haringey and the implementation plan for the integrated youth support services & targeted youth support strategy. There was also an update on initiatives in the Child Poverty Strategy.

The Board also received a presentation on the Comprehensive Area Assessment, NHS Haringey's Strategic Plan and a report on the CYPSP Risk Register.

Enterprise Partnership Board

The Enterprise Board last met on 10 December 2008 and the following key items were discussed its provisional ABG allocation of £1.6m in 2009/10 and £1.4m in 2010/11. These figures have since been confirmed. The Board agreed that a commissioning prospectus, covering employment and skills and business and enterprise provision, should be developed. The first draft of this prospectus was presented to the Board at a special meeting on 13 February.

As part of the LAA Refresh the Board agreed that the following revised targets should be submitted:

- 1) NI 153 – To limit the increase in the out of work benefits claim rate to 3.9 percentage points (the current target is a 4.7 percentage point reduction).
- 2) Incapacity Benefit stretch target – To support 70 long-term IB claimants into sustained employment (the current target is 180).

The Board also approved its Risk Register and agreed that they should receive updates on NI 153 at every Board meeting and endorsed the proposed HSP response to the Working Neighbourhoods Fund consultation.

An update was received on the three main Worklessness Programmes: Haringey Guarantee, Families into Work and the North London Pledge. As well as these programmes, the Board was informed about the work being undertaken around apprenticeships.

The Board was informed that the Cabinet Member for Enterprise and Regeneration was meeting with John Armitt, from the Olympic Delivery Authority, to discuss how the borough can benefit from the Olympics. The outcome of the meeting will be reported to the Board at its next full meeting.

A presentation was given on the impact of the 'Credit Crunch' on the Haringey economy and the Board noted the significant increase in the number of Job Seekers Allowance claimants since May 2008.

Integrated Housing Board

The Integrated Housing Board is leading on the development of the new Haringey Housing Strategy 2009-19. The Strategy will be a partnership document setting out our approach to Housing over the next ten years. At their meeting of 10 December 2008 the Board considered progress to-date in producing the Strategy, and identified areas for further development.

A consultation on the draft Strategy is now underway, and will close on 13 March 2009. A wide-range of communities are being engaged, including residents, partners, community groups and council staff, using a range of methods and materials. The consultation will make use of existing forums, including the Haringey Strategic Partnership and its Theme Boards, resident engagement mechanisms used by Homes for Haringey and RSL partners, and Community and Voluntary Sector groups. The website, Haringey People,

and customer access points in the Borough will be used to reach a wider audience. A Housing Conference is being held on 18 February 2009 and will be used to further inform the Strategy's development.

The results of the consultation will be incorporated into a final Strategy, which will be brought to the Integrated Housing Board on 23 March and by the Council to Cabinet in April 2009.

At its December meeting the Board received feedback from two consultative forums, which had been established following agreement at the Board's October meeting. The Landlords Forum met in November 2008 and over fifty landlords and rental agents attended and discussion focused on the 2009-19 Housing Strategy and Local Housing Allowance. The RSL/ Developers Forum also met in November 2008 and considered the development of the Local Development Framework core strategy, the Homes and Communities Agency, and the development of the 2009-19 Housing Strategy.

The Board had a focused discussion on tackling under occupation. A number of areas for developing this work were identified, including supplementing financial incentives with other practical support, improved marketing and provision of assurances about tenants' rights, and innovation and flexibility in relation to the options available. The Board also discussed options for developing projects to grow food on estates.

The Board reviewed performance against its LAA targets and ABG funded projects. It was agreed that an update on performance against annual indicators on Net Additional Homes Provided and Number of Affordable Homes Delivered would be provided at the next meeting, as well as a focus on work underway around affordable warmth. The Board also considered a draft Risk Register, and agreed to strengthen this tool to incorporate more refined descriptors of risk.

Safer Communities Executive Board

Well-Being Strategic Partnership Board

The Board met on 8 December and received a report setting out performance against National Indicators and Stretch Targets included within the Local Area Agreement (LAA). An overview was provided of the action being taken to address NI 113: Prevalence of Chlamydia in under-Twenty Year Olds. Confirmation was given that significant work had been undertaken by the PCT and Council to populate the scorecard and fill in data gaps since the last meeting in October 2008.

A report was received setting out the revised Well-Being Strategic Framework and Implementation Plan incorporating the LAA indicators, National Indicator set, national policy developments, new local strategies & policies and updated Borough statistics. An update will be provided at the next board meeting on changes arising from consideration of the Equalities Impact Assessment by Directorate Equalities Forums as part of the finalisation of the framework. The Board endorsed the process agreed by the Well-Being Chairs Executive to

undertake a full review of the priorities and actions in the implementation plan by April 2009.

The Board received a report that set out the draft HSP Risk Register, which are based upon the LAA targets. The Board requested details of financial risk be added to the Register in light of the current financial climate. The final version of the Risk Register incorporating the financial risks will be presented to the Board in March 2009.

A report was presented to the Board on the second phase of the Joint Strategic Needs Assessment (JSNA). The JSNA plays a key role in determining local priorities and contributing to the development of the Community Strategy and LAA targets. Working groups are being pulled together to work on the four key areas identified; Sexual health, Mental health, Vulnerable children and young people and population projections/hidden population. There is a statutory duty upon Directors of Public Health, Adult Services and Children's Services to undertake a JSNA with a view to better commissioning of services on population JSNA based need. A JSNA progress report will be presented at the board meeting on March 2009.

Progress was noted in relation to the review of the Experience Counts Strategy. Launched in 2005, the Strategy covers the period 2005-2010. Its aim is to improve the quality of life for older people in Haringey by tackling discrimination and promoting positive attitudes towards ageing. The action plan was scheduled to run from 2005-2008, and therefore the original key initiatives are currently being reviewed and updated. The Action Plan will be aligned to the Well-Being Strategic Framework and take into account relevant targets included within the LAA. The board endorsed the recommendations; the Well-Being Chairs Executive and Well-Being Strategic Partnership Board should continue to monitor and support the process of renewing and updating the Strategy. The final update will be presented at the board meeting in March.

A presentation was made setting out proposed changes to Adult Social Care. A senior policy officer has been recruited to help develop the new policies and procedures. Two key pilot projects were underway, physical disabilities and learning disabilities. A Transforming Social Care Board (TSCB) has been established to oversee future work related to the transformation. A report setting out the background to the transformation of social care and options to broaden representation on the Transforming Social Care Board will be presented to a future meeting of the board.

The Board received a report providing an update on proposed revisions to the Haringey Carers Strategy. An action plan will be developed and be managed and monitored through the Carers Partnership Board. The finalised strategy will be submitted to the board in May 2009.

Appendices

None.

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