



NOTICE OF MEETING

HARINGEY STRATEGIC PARTNERSHIP

MONDAY, 27TH APRIL, 2009 at 18:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

AGENDA

Membership: Please see membership list set out below.

1. APOLOGIES

To receive any apologies for absence.

2. URGENT BUSINESS

The Chair will consider the admission of any items of Urgent Business. (Late items will be dealt with under the agenda item where they appear. New items of Urgent Business will be dealt with under Item 15 below).

3. DECLARATIONS OF INTEREST

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

4. MINUTES (PAGES 1 - 10)

To confirm the minutes of the meeting held on 26 February 2009 as a correct record.

DISCUSSION ITEMS:

5. MACRO-ECONOMIC ISSUES AND RESPONSE TO THE RECESSION IN HARINGEY (PAGES 11 - 18)

6. MAIN DISCUSSION TOPIC: REDUCING ALCOHOL HARM

A presentation will be provided.

BUSINESS ITEMS:

7. UPDATE ON COMPREHENSIVE AREA ASSESSMENT GUIDANCE

A verbal update will be provided.

8. HARINGEY'S COMMUNITY ENGAGEMENT FRAMEWORK (PAGES 19 - 34)

9. SUPPORTING AND STRENGTHENING LINKS WITH OVERVIEW AND SCRUTINY AND THE HARINGEY STRATEGIC PARTNERSHIP (PAGES 35 - 40)

10. HARINGEY STRATEGIC PARTNERSHIP COMMISSIONING FRAMEWORK (PAGES 41 - 56)

INFORMATION ITEMS:

11. AREA BASED GRANT AND THEMATIC BOARD PROGRAMMES 2009/10

Please use the link below to access this report:

http://harinet.haringey.gov.uk/draft_area_based_grant_programme_2009-2010.pdf

12. UPDATE ON FORMING A CHILDREN'S TRUST BOARD (PAGES 57 - 64)

13. WHISTLE BLOWING AND CONFIDENTIAL REPORTING (PAGES 65 - 70)

14. THEMATIC BOARD UPDATES (PAGES 71 - 76)

15. NEW ITEMS OF URGENT BUSINESS

To consider the admission of any new items of Urgent Business admitted under Item 2 above.

16. ANY OTHER BUSINESS

To consider any items of AOB.

17. DATES OF FUTURE MEETINGS

To note the dates for HSP meetings during the new Municipal Year 2009/10:

- 23 June 2009
- 5 November 2009
- 21 January 2010
- 25 March 2010

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

Xanthe Barker
Principal Committee Co-ordinator
Tel: 020 8489 2957
xanthe.barker@haringey.gov.uk

17 April 2009

	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
Community & Voluntary Sector	College of North East London	1	Paul Head , Principal of CONEL (Vice-Chair)
	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	

MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
THURSDAY, 26 FEBRUARY 2009

Present: Councillor Claire Kober (Chair), Margeret Allen, Tracey Baldwin, Councillor John Bevan, John Brown, Yolande Burgess, Eugenia Cronin, Dave Grant, Robert Edmonds, Lynne Featherstone, Michael Fox, Paul Head (Vice-Chair), Rachel Hughes, Derma Ioannou, Michael Jones, Maria Kane, Peter Lewis, Councillor Dr Ita O'Donovan, Pastor Nims Obunge, Martha Osamor, Councillor Lorna Reith, Faiza Rizvi, Michelle Stokes, Richard Sumray.

In Attendance: Xanthe Barker, Jackie Barry-Purssell, Mary Connolly, Karen Galey, Sharon Kemp, Susan Oti, Eve Pelekanos, Pamela Pemberton, Helena Pugh, Naeem Shiekh.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP117.	APOLOGIES AND SUBSTITUTIONS Apologies for absence were received from the following: Councillor Nilgun Canver John Egbo Councillor Brian Haley	
HSP118.	DECLARATIONS OF INTEREST No declarations of interest were made.	
HSP119.	MINUTES RESOLVED: That the minutes of the meeting held on 4 November 2008 be confirmed as a correct record.	
HSP120.	URGENT BUSINESS There were no items of Urgent Business raised.	
HSP121.	PARTNERSHIP RESPONSE TO THE RECESSION The Board received a presentation in relation to the current economic climate and its impact upon the Borough and discussed how the Partnership could work together to respond to this. It was noted that the Partnership would need to consider how it would respond to the economic downturn in the short and long term. In response to a query the Chair advised that the Council had looked at options for establishing a Credit Union. It was noted that the process	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
THURSDAY, 26 FEBRUARY 2009**

attached to this was complicated and could take up to two years to complete. However, the possibility of joining an existing Credit Union, in partnership with a neighbouring Borough, was being explored and a feasibility study was being carried out to look at the issues attached to this.

The Board was advised that the Leader and Deputy Leader of the Council and the Cabinet Member for Community Cohesion had met with representatives from the Citizens Advice Bureau (CAB) to discuss how the change in economic climate was affecting their clients. They had been advised that a significant number of people were coming forward, from the west of the Borough and it was anticipated that this would increase as the impact of further job losses were felt.

There was agreement that a coordinated approach from the Partnership was essential in order to ensure that the resources available were used as effectively as possible. As a number of organisations represented at the HSP were large employers there was an opportunity for initiatives to be developed jointly.

This also presented an opportunity for the Partnership to consider how volunteering, apprenticeships and different skills sets could be developed amongst people who were out of work. This could be linked to citizenship by encouraging people who had recently become unemployed, who may possess a different skills sets, to work with people who had been unemployed on a long term basis.

It was suggested that a time limited 'Task and Finish' group should be established to focus on a small number of key initiatives on behalf of the HSP.

The Chair asked Board members supply the Council's Head of Economic Regeneration with information setting out the actions and initiatives they were taking to address the current economic climate. This information would be considered by the 'Task and Finish' group and the Partnership's response would be formulated.

It was noted that there were currently several Government initiatives aimed at 'kick starting' the economy particularly in relation to the construction industry. At present Homes for Haringey was using funding obtained as part of this to push forward the Decent Homes Programme. This meant that the number of apprenticeships that the organisation was able to offer had increased.

The Board was advised that CONEL and the Learning and Skills Council (LSC) were currently working together to extend flexibility around the Homes for Haringey Apprenticeship Scheme. Initiatives were also being formed to address the needs of people who had recently been made redundant. These included Education and Skills Clubs that were held in different locations around the Borough and Job Clubs.

It was noted that the Council and Homes for Haringey had recently

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
THURSDAY, 26 FEBRUARY 2009**

	<p>organised a Job Fair to assist people living in Temporary Accommodation to find routes into employment and there was agreement that the Task and Finish Group should focus on establishing similar targeted initiatives.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the presentation be noted. ii. That a time limited Task and Finish Group should be established to form a small number of targeted initiatives on behalf of the HSP and that this would be coordinated by the Council's Economic Regeneration Team. iii. That Partners should advise the Council's Head of Economic Regeneration of the measures that they were taking to address the current economic downturn as soon as possible. 	<p>karen Galey</p> <p>All</p>
<p>HSP122.</p>	<p>THE COUNCIL'S BUDGET 2009/10</p> <p>The Board received a presentation from the Council's Chief Financial Officer that provided an overview of the Council's Budget for 2009/10.</p> <p>Following the presentation members of the Board were invited to put questions to the Council's Chief Financial Officer.</p> <p>The Board was advised that the Council Plan and Community Strategy largely determined how the budget priorities were set. The Business Planning process then drew on these and cases were built up around the priorities contained within them and considered by Councillors.</p> <p>It was noted that the importance of joint commissioning and that provision was being made for developing mechanisms to facilitate this.</p> <p>RESOLVED:</p> <p>That the presentation be noted.</p>	
<p>HSP123.</p>	<p>ACTION PLAN IN RESPONSE TO THE JOINT AREA REVIEW OF SAFEGUARDING IN HARINGEY</p> <p>The Board received a report presenting the Action Plan that had been formed in response to the Joint Area Review (JAR) of the arrangements in place for Safeguarding children in Haringey.</p> <p>The JAR report, received from OFSTED in December 2008, made a number of recommendations for improving the Safeguarding of children in Haringey. Following the publication of this the Secretary of State had required the new Director of Children's Services to produce an Action Plan addressing the recommendations by the end of February 2009.</p> <p>The Board was advised that Partners had worked together to produce the Plan and that there had been significant level of enthusiasm and</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
THURSDAY, 26 FEBRUARY 2009**

commitment in formulating the document. The Plan set out how the recommendations within the JAR report would be addressed and how Safeguarding would be improved over the next three years.

In addition to the document presented there were a number of monitoring and performance management documents beneath it. At present a piece of work was being carried out to rationalise the bodies with Safeguarding responsibilities; the Children and Young People's Strategic Partnership Board was taking steps to become a Children's Trust Board and several other existing bodies were being merged or abolished. All of these measures were intended to ensure that Safeguarding in the Borough was as effective and transparent as possible and that the governance arrangements were robust.

It was noted that a narrative document would also be produced, which would provide an overview of what the Action Plan aimed to achieve over the next three years and its strategic priorities. A 'map' would also accompany the document setting out how the various documents were linked, key milestones and timeline for the three year period covered by the Plan.

Concern was raised by representatives from the Community and Voluntary Sector that there had been insufficient consultation with the sector during the formation of the Plan. This point was acknowledged, however, it was noted that there had been a very limited timescale in place to draw together the Plan. As a result it had not been possible to consult with the range of partners and organisations that were normally engaged with.

It was noted that following the death of Baby P it had become evident that staff had raised concerns around the handling of cases with senior officers and that these had not been addressed. In response to a query, as to how this, and the broader issue of attitude and cultural change were being addressed, the Board was advised that this was a key issue and that there were measures included within it that were aimed at improving and developing reflective practice and how staff were supported by senior officers.

The Plan also contained measures to raise awareness of Safeguarding issues amongst the public and to encourage people to come forward if they had issues of concern.

It was contended that for the Plan to be successful the narrative would need to specify what had to change and how it was intended to achieve this. It was suggested that there should be further detail included in relation to the roles of partners and the responsibilities assigned to them within the Plan.

There was agreement that it would be useful if Councillors and other responsible partners, who were not practitioners, met to discuss how they could assure themselves that Safeguarding was working effectively and that there were the proper mechanisms in place.

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
THURSDAY, 26 FEBRUARY 2009**

	That the presentation be noted.	All to note
HSP125.	<p>PREPARING FOR HARINGEY'S COMPREHENSIVE AREA ASSESSMENT (CAA) -THE AREA ASSESSMENT</p> <p>The Board considered a report setting out the proposed governance arrangements for the preparation of the Comprehensive Area Assessment (CAA).</p> <p>An overview of the proposed governance arrangements was provided and it was noted that the HSP Performance Management (PMG) would oversee the Area Assessment. A working group had been established consisting of members nominated by the PMG and Chaired by John Brown that had been tasked with compiling the Self Assessment and supporting evidence base.</p> <p>It was noted that the final document would be submitted to the HSP in June for approval. The Board was advised that the group would include a range of partners including representatives from the Community and Voluntary Sector.</p> <p>RESOLVED:</p> <p>That the proposed governance arrangements, timetable for the Area Assessment and CAA Briefings, set out in the report be approved.</p>	Sharon Kemp/ Helena Pugh
HSP126.	<p>HARINGEY'S FIRST COMMUNITY ENGAGEMENT FRAMEWORK</p> <p>The Board considered a report setting out progress on the development of a Community Engagement Framework (CEF). The HSP Performance Management Group (PMG) had established a multi agency sub group to lead on the delivery of the CEF.</p> <p>The first phase of the consultation process had now concluded and the second phase was due to commence on 5 March. This would include publishing the consultation document on the Council's website and circulating it to Voluntary Sector groups for feedback. A questionnaire would also be circulated seeking specific comments in relation to the vision, definition and principles of the CEF.</p> <p>During the second phase each of the Thematic Boards would also be provided with an opportunity to discuss and comment on the draft CEF. The third phase of the consultation process would take place in the Autumn and that this would focus primarily on the development of the Action Plan.</p> <p>The Board discussed progress to date and concern was raised that there was insufficient emphasis on Empowerment and how this would be achieved. Representatives from the Third Sector felt that this formed an essential part of the CEF and its success and should be highlighted in the document.</p> <p>The Board was advised that it had not been considered appropriate to</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
THURSDAY, 26 FEBRUARY 2009**

	<p>carry out a cost analysis or allocate funding until the second phase of consultation had been completed. Once this had concluded work in relation to this would commence.</p> <p>It was noted that organisations often received requests for the same sets of information on a regular basis and it was suggested that there should be cross referencing with tools such as the Compact Tool Kit to ensure that duplication did not occur. The sub-group working on the document had recognised the need to present information in a way that made it accessible to people. To reflect this information had been presented in the form of a matrix rather than in a list.</p> <p>RESOLVED:</p> <p>That the draft CEF consultation document be approved for public consultation in early March 2009.</p>	
HSP127.	<p>LOCAL AREA AGREEMENT 2ND AND 3RD QUARTER PERFORMANCE REPORT</p> <p>The Board received a report that provided a summary of performance against Local Area Agreement (LAA) targets during the second and third quarters of 2008/09.</p> <p>An overview was provided of the areas where targets were not being met and the measures being taken to mitigate this. Performance in relation to the Prevalence of Chlamydia was expected to improve during the fourth quarter as a result of the increased action taken by partners to address this.</p> <p>The Board was advised that a number of suggestions arising from discussion at the previous meeting had been taken forward in relation to improving Chlamydia screening. These included two articles in Haringey People and new initiatives by CONEL and the PCT. It was agreed that a list of the specific actions taken as a result of the HSP's discussion should be circulated to the Board.</p> <p>The Board discussed the target around reducing the number of people receiving Incapacity Benefit and was advised that this had been a problematic target for all London Boroughs. As a result it had been proposed that this target should be removed from the LAA during the current Refresh and adopted as a Local Target.</p> <p>It was clarified that the Performance Reward Grant was tied to the successful meeting of targets. As the target in relation to Incapacity Benefit could not be achieved within the remaining timescale for 2008/09 future financial calculations had already been made on the basis that this would not be achieved.</p> <p>RESOLVED:</p> <p>i. That performance during the second and third quarters be noted.</p>	Eve Pelekanos

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
THURSDAY, 26 FEBRUARY 2009**

	<p>ii. That the remedial actions being taken to address areas of under performance be noted.</p>	
HSP128.	<p>LOCAL AREA AGREEMENT REFRESH</p> <p>The Board received a report that provided an overview of the process in relation to the Local Area Agreement Refresh for 2008/09. Following the JAR report the opportunity was being taken to include the following additional Safeguarding indicators:</p> <ul style="list-style-type: none"> • NI 59 –Initial assessments for children’s social care (National Indicator) • NI 61 –Stability of looked after children adopted following an agency decision (Local Indicator) • NI 62 –Stability of placements of looked after children -number of moves (Local Indicator) • NI 67 –Child protection cases reviewed within the required timescales (Local Indicator) <p>It was noted that in order to accommodate the adoption of N1 59 as an LAA target N1 would become a Local Indicator rather than an LAA target.</p> <p>Concern was raised that there had been no discussion in relation to the removal of NI 127. The Board was advised that although the target was being removed from the LAA it would still remain as a Local Target and would continue to be monitored and reported on.</p> <p>RESOLVED:</p> <p>i. That the report be noted.</p> <p>ii. That the recommendations from the PMG set out below be endorsed:</p> <ol style="list-style-type: none"> a. The additional Safeguarding targets set out in the report be approved. b. The Stretch Target in relation to the number of people claiming Incapacity Benefit be converted to a Local Indicator. c. The removal of Local Target N1 127. <p>iii. That the timescales for completing the LAA Refresh be noted.</p> <p>iv. That the Leader of the Council, as Chair of the HSP, be authorised to agree any final revisions that may be required by GOL after the report has been approved by the Council’s Cabinet on 24 February 2009 and endorsed by the HSP.</p>	<p>Eve Pelekanos</p>
HSP129.	<p>AREA BASED GRANT: ALLOCATIONS TO THEME BOARDS 2009/10 - 2010/11</p> <p>The Board considered a report detailing the allocations to Thematic Boards for 2009/10 and 2010/11 and setting out the process for</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
THURSDAY, 26 FEBRUARY 2009**

	<p>approving the programme of activity funded by the Area Based Grant (ABG) for the period.</p> <p>At present the Thematic Boards were in the process of planning activities funded by the ABG for the next two year period.</p> <p>It was noted that the Children and Young People's Strategic Partnership Board would receive the most significant increase in its funding due to an increase in the number of Department for Children, Schools and Families (DCSF) grants within the overall allocation. As supporting children and young people was a key priority for the Board it had been agreed that this additional funding should be passed directly to the Board.</p> <p>The Board was advised that the PMG would consider the proposed Activity Programmes from each of the Thematic Board at its meeting on 18 March.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the report be endorsed and the process and timescales for approving the 2009/10 programme be noted. ii. The authority be delegated to the PMG to approve the programme of activity funded as recommended by the Thematic Boards at its meeting in March. 	<p>Mary Connolly/ Sharon Kemp</p>
<p>HSP130.</p>	<p>HARINGEY HOUSING STRATEGY 2009-19 -UPDATE</p> <p>The Board received a report, for information, which provided an update on progress made in relation to new Housing Strategy 2009-19.</p> <p>RESOLVED:</p> <p>That the be noted.</p>	<p>All to note</p>
<p>HSP131.</p>	<p>HARINGEY SUSTAINABLE COMMUNITY STRATEGY: PROGRESS REPORT JUNE 2007 - DECEMBER 2008</p> <p>The Board received a report seeking approval of the final Haringey Community Strategy: Progress Report Summary.</p> <p>RESOLVED:</p> <p>That the Haringey Community Strategy: Progress Report Summary for the period June 2007 to December 2008 be approved and circulated with the April edition of Haringey People.</p>	<p>All to note</p>
<p>HSP132.</p>	<p>BRIEFING ON THE PROPOSED MERGER OF THE COLLEGE OF NORTH EAST LONDON (CONEL) AND ENFIELD COLLEGE</p> <p>The Board received a report that provided a briefing on progress in</p>	

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)
THURSDAY, 26 FEBRUARY 2009**

	<p>relation to the proposed merger of the College of North East London (CONEL) with Enfield College.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	All to note
HSP133.	<p>THEMATIC BOARD UPDATES</p> <p>The Board received a report that provided a summary of work streams and recent decisions undertaken by each of the Thematic Partnership Boards.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	All to note
HSP134.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>No new items of Urgent Business were raised.</p>	
HSP135.	<p>ANY OTHER BUSINESS</p> <p>No items of AOB were raised.</p>	
HSP136.	<p>DATES OF NEXT MEETINGS</p> <p>It was noted that the next meeting of the HSP was due to take place on 27 April 2009.</p>	All to note

COUNCILLOR CLAIRE KOBER

Chair

The meeting closed at 8.45pm.



haringey strategic partnership

Meeting: Haringey Strategic Partnership

Date: 27 April 2009

Report Title: Macro-Economic Issues and Responses to the Recession in Haringey

Report of: Karen Galey, Head of Economic Regeneration, Haringey Council

Purpose

To provide an update the HSP partners on actions agreed at previous HSP meetings and latest information.

Summary

The economy is forecast to recover in the next 5-10 years but the landscape after recovery is likely to be very different. As the Government's economic forecasts in the Pre Budget Report are highly unlikely to be achieved, there will be an even bigger hole in the public finances. As a consequence, we'll be increasingly asked to do more with less. This will present opportunities and challenges, and the HSP needs to be geared up to respond. In doing so the HSP needs to identify priorities and provide the necessary investments.

Legal/Financial Implications

N/A.

Recommendations

To note the progress made to date.

For more information contact:

Name: Karen Galey
 Title: Head of Economic Regeneration
 Tel: 020 8489 2616
 Email address: Karen.galey@haringey.gov.uk

Background

THE RECESSION

A recession is defined as two consecutive quarters of economic contraction – recent UK figures state GDP output fell 0.6% and 1.6% in the last two quarters respectively and therefore the economy officially went into recession. Since the 1950's, majority of recessions have officially lasted nine months (three quarters). However, the two most recent recessions have officially lasted over a year (five quarters in each case).

STATISTICS

National unemployment trends show the following:

- UK unemployment – 2.03m, UP 421k over the year
- UK vacancies – 482k, DOWN 203k over the year (lowest since comparable records began in 2001)
- London unemployment – 294k, UP 33k over the year – 9% of national increase (showing resilience)

What is of most importance to us is what is happening in Haringey.

- The JSA claim rate has increased to 8,466 – over 2,140 more claimants than in May 2008.
- This is the 8th lowest increase in London, but still a significant and substantial increase – all London boroughs have experienced an increase in the claimant count since May 2008.
- JSA claim levels are still historically low, especially compared to the 20,000+ residents who were claiming the equivalent of JSA at the time of the last recession in 1992.
- At March 2009, over two-thirds of claimants are in Tottenham, but in the last year there has been a proportionally a bigger increase in Hornsey and Wood Green (+38% compared to +27% in Tottenham).
- In the context of the equality and diversity agenda there is negligible gender inequality, but markedly higher rate of increases in new claimants amongst white people (+24% compared to +12% in the BAME communities) and those aged over 25 (+32% compared to +18% amongst the under 24s).

Between October 2007 and October 2008, there has been a near 100% increase in new claims for housing and/or council tax benefit, a 27% increase in number of insolvency or liquidation write-offs, and increased rates of vacant retail units on our high streets (although Haringey remains slightly lower than the average for England).

ONGOING WORK

Our existing partnership programmes, such as the Haringey Guarantee are still delivering, but will come under increased pressure. Additional support for employment seekers is to come from government. This is a £1.3bn package of measure including halting Job Centre Plus closures and offering incentives to employers to take on unemployed people. Services are also being developed to better meet the needs of recently unemployed people, tackling

recent nationwide redundancies. This recession will highlight the rapidly changing skill demands in the economy and our support interventions must respond to this, but also not lose focus on those who are furthest from the labour market.

Our business community is struggling to access finance. We have met with the banks and they want to convey this message - they are “open for business”. However, they are more risk averse and want to lend where it is a viable option and to support valuable activities in the borough. Again the government have developed measures to support business during this time, coinciding with the launch of ‘Solutions for Business’ – the product of the business support simplification agenda. The government has agreed to underwrite £1.3bn of commercial loans to businesses as part of the enterprise finance guarantee scheme. We continue to promote the availability of these schemes within the business community.

There is a massive commitment by central government to invest in infrastructure and in particular in house building. With this investment will come contracts for construction firms and through them, employment opportunities. This is a huge opportunity for the borough to provide employment and skills development for local residents through apprenticeships and direct labour organisations in this potential construction boom. Already, in 2006, Haringey has adopted the Supplementary Planning Guidance Employment Code of Practice and Employment Training Protocol. This is Haringey’s commitment to taking advantage of the employment opportunities for local people through our significant regeneration projects.

The borough’s major development sites at Tottenham Hale and Haringey Heartlands are integral to achieving our London Plan housing target of 6,800 homes by 2016/17. This is in addition to the Decent Homes (for Haringey), improving the quality of our social housing stock, and the £211m Building Schools for the Future programme to build 12 new schools. This is on top of our ongoing and future planned infrastructure and public realm improvements and the development of a green industries centre at Marsh Lane.

NEW APPROACHES

Tackling this recession calls for new approaches and we have already begun to explore viable options. These are approaches that are community driven to reinstate trust that has been lost in large organisations and in the private sector. Approaches that deliver greater social return on investment, giving residents and businesses greater control and ownership of their circumstances and that create new opportunities that are no longer viable in this changed economy. Already we have considered: Financial Services, New models of housing provision, a Green New Deal, Credit Unions, Co-operatives and Local Energy Generation and Supply, Flexible and tailored business support, Self Employment and Volunteering. An update on this activity is attached as appendix 1.

Further to this a recession taskforce is being established through the HSP and a recession dashboard that will monitor key indicators of the recession. The cross-cutting indicators basket of indicators on the dashboard is currently

being updated bi-monthly. Indicators have been selected across all the Community Strategy that consider, lifestyle changes, employment rates, business health, family poverty, mortgages and repossessions, crime and safety and economic regeneration.

Appendices

Update on activities.

APPENDIX 1 Tackling the Recession - Actions

Action	Action Holder (s)	Progress	Target date
<p>Taskforce/ Observatory Creating a high level taskforce to oversee the dynamics of the recession and anticipates trends</p>	Leader/ Niall Bolger	<p>19 February</p> <ul style="list-style-type: none"> ▪ Indicators established - agreed to include a column dashboard on the work of the HSP partners. The dashboard will be discussed at the HSP meeting on 26 February. ▪ Regarding crime, Personal Robbery and Domestic Violence. It was agreed to include some additional indicators related to the crime and community safety agenda. 	<p>16 April – second bi-monthly dashboard published.</p> <p>Letter sent to HSP partners inviting them to join recession task force.</p>
<p>Credit union Explore the possibility of establishing a credit union with an established union in another borough. The London Fire Brigade have a successful credit union.</p>	Ita O'Donovan/ Niall Bolger	<p>1 April</p> <p>We are in the process of refreshing a 2003 research piece on Credit Unions, in order to give an up to date appraisal of options and demand.</p>	Final research report by end of May.
<p>Apprenticeships London Councils has proposed a target of at least 2000 apprenticeship starts across London boroughs by 2012. The Dir UE and the Cabinet Member for Regeneration to establish a clear target for Haringey and report back to CAB 12 February</p>	Dir. UE / Cllr Amin	<p>1 April</p> <p>The Haringey Apprentice Delivery Steering Group has been established and endorsed by the leader of the council, and one of the groups' key priorities will be to oversee the council's commitment of trebling the number of apprenticeships it currently offers over the next two years. Currently in discussion with CoNEL to establish an apprenticeship delivery framework for Haringey.</p>	The first meeting is scheduled to take place on Wednesday 20th May.

<p>Payment for local businesses It was suggested that the Council could reduce payment terms to 10 working days for local businesses. 50% of payments are now paid within 10 working days. The Director of Corporate Resources to explore further.</p>	<p>Julie Parker</p>	<p>19 February: Officers are currently working on actions to introduce a new 10 days payment process in time for the new financial year April 09; it is intended to work towards achieving 75% of undisputed invoices been paid within 10 working days by December</p>	<p>April 2009</p>
<p>Local 'kitemark' To establish a 'kitemark' for local businesses who employ local residents. A celebratory event could be held for those who qualify. The Chief Executive, Director of Urban Environment and the Cabinet Members for Urban Environment and Regeneration & Enterprise agreed to look into this idea further.</p>	<p>Ita O'Donovan/ Stuart Young</p>	<p>1 April A proposal is currently being compiled, looking at a number of potential schemes, including aligning the Kitemark to the Greenest Borough strategy. Officers have been communicating with the Federation of Small Businesses to draw in experiences from their Keep It Local Campaign. Researching other local campaigns, such as Brighton's Buy It Local scheme, officers are considering ways of inverting the civic pride associated with shoppers in localisation campaigns to apply to employers. The emergence of trading associations across the borough could potentially provide a good lead in for this idea.</p>	<p>Meeting scheduled for mid-April</p>
<p>Support for Businesses Helping the business community by signposting them to all available support and advice and through a 'business breakfast' sponsored by the HSP.</p>	<p>Karen Galey/Mary Connolly</p>	<p>A Business Pack, outlining all council services has been designed, printed and distributed to over 8,000 businesses. Leaflet sent out with business rates letters outlining all available government support. Business Breakfast on 8 May for HSP partners to meet and discuss issues with local businesses.</p>	<p>Business Breakfast 8th May.</p>

<p>Voluntary Sector The Leader and ACE for PPP&C to meet with HAVCO to explore opportunities to develop volunteering, targeting skilled workers who have recently been made redundant.</p>	<p>Leader/ Sharon Kemp</p>	<p>19 February: Meeting organised by ACE PPP&C and Leader to meet CE HAVCO.</p>	<p>Meeting being arranged by Voluntary Sector Team.</p>
<p>Haringey Citizens Advice Bureau ACE PPP&C, and Cabinet Member for Community Cohesion to meet with CAB representatives to discuss opportunities for developing advice and support to residents.</p>	<p>Cllr Cooke/ Sharon Kemp</p>	<p>19 February: Meeting organised for Dir UE, ACE PPP&C to meet CE of CAB.</p>	
<p>Opportunity for home working The Cabinet Member for Enforcement & Safer Communities to liaise with the Director of Urban Environment on creating opportunities for residents to work from home; to look at previous related Council policies from the 1990's.</p>	<p>Cllr Canver</p>	<p>19 February: Cllr Canver to raise with Dir UE</p>	

This page is intentionally left blank



Meeting: Haringey Strategic Partnership

Date: 27 April 2009

Report Title: Haringey's Community Engagement Framework

Report of: Helena Pugh, Head of Corporate Policy, Haringey Council

Purpose

To update the HSP on the development of Haringey's Community Engagement Framework (CEF)

To recommend that the HSP agrees the Community Engagement Framework in principle – see Appendix A

To inform HSP members that the CEF may be subject to changes following the end of the public consultation period

Summary

On 3 December 2008 the Performance Management Group (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. The HSP received a progress update and agreed the draft CEF for public consultation on 26 February 2009.

The Framework's purpose – to provide a good practice partnership approach to engagement – links with many HSP strategies and initiatives and will provide an approach for partners to use in implementing them. For example: Children and Young People's Strategic Plan, Well-being Strategic Framework, Greenest Borough Strategy, Homelessness Strategy, COMPACT, Community Link Forum (CLF), Local Involvement Networks (LINKs), Youth Council, Local Area Assemblies, pilot participatory budgets.

The Framework promotes joint working between partners in undertaking engagement. As such, it promotes an approach which has the potential to provide value for money for partner organisations.

Legal/Financial Implications

Legal

The use of the CEF as recommended should assist the Council in complying

with its new statutory duty to involve.

Financial

At the current time there are not likely to be any additional costs that can not be met from existing council budgets. When the delivery plan is completed there will be greater clarity over any financial or people resource required.

Recommendations

That the HSP:

- Agrees the Community Engagement Framework in principle.
- Notes that the final version of the Framework may reflect suggestions made by members of the public during the consultation period (which ends after this report has been written).
- Agrees that final changes are approved by the Council's Cabinet member for Community Cohesion and Involvement.

For more information contact:

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

Name: Kirsty Fox
Title: Corporate Policy Manager
Tel: 020 8489 2979
Email address: Kirsty.fox@haringey.gov.uk

Background

Policy context

Community engagement is a central theme within the current legislative and policy framework and underpins many of the planned improvements in public services. It is a tool for improving public services and a key process for achieving wider policy goals and aspirations such as the renewal of our most deprived areas, improving trust in public institutions, enhancing community cohesion, encouraging active citizenship and improving democratic participation. The Framework will help the HSP to meet these challenges, as well as helping to deliver on the following:

- two of the outcomes of Haringey's Community Strategy – **People at the heart of change** and **Be people and customer focused**
- various **Local Area Agreement** indicators
- the new 'duty to involve', in place from April 2009, and other national legislative drivers
- the level and quality of public engagement (and empowerment) which will be tested as part of the Comprehensive Area Assessment process

Further details are available in the Framework document.

Multi-agency project group

A multi-agency project group to develop the CEF was established in December 2008. Representation and involvement from partner agencies has been strong and includes:

- 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

Development and consultation process

Phase 1:

- 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 the purpose of the CEF and the development process. The groups received a questionnaire regarding engagement processes, asking for practical suggestions on how HSP partners can engage with different communities in the borough.
- 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 was discussed and feedback given at meetings of the HSP, individual partner organisations and the Community Link Forum.
- 100 community responses were received. These responses have been used to inform the CEF, and will also be used to inform the future development of the CEF Delivery Plan. A 'you said, we did' table demonstrating how the responses have informed the development of the draft CEF is available at www.haringey.gov.uk/framework.

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

Phase 2:

- Community consultation is taking place between 5 March and 21 April 2009.
- The consultation date was extended to 21 April in order to include a meeting of Haringey's Community Link Forum. The consultation document was sent out to over 700 community and voluntary groups and is available on the Haringey Council website.
- The questionnaire accompanying the document asked for specific comments on the vision, definition and principles of the CEF. The April edition of Haringey People carried an article about the CEF.
- The CEF has also been discussed at all HSP theme boards, and the Community Link Forum network.

Phase 3:

- The CEF Delivery Plan will be produced.
- Ongoing development work involving residents and giving the opportunity for public feedback will inform the delivery of the CEF and its review.

Next steps

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

- 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 plan phase 3.
- A Plain English version of the CEF will be produced to make it more user-friendly and accessible to members of the public.
- The Performance Management Group of the HSP will be responsible for monitoring the development of the Delivery Plan and its outcomes, and for reviewing progress against the CEF. The PMG will receive quarterly updates and an initial review of the CEF will take place one year after it is adopted after the HSP.

Appendices:

Appendix A – Draft Community Engagement Framework



Haringey's First Community Engagement Framework:

***Working together transparently so
communities can influence and
improve public services***

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
- Listening
- Consulting
- 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

A Delivery 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

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 methods are important in engaging communities. All are equal in merit. We are working towards **empowering** local citizens but recognise that different methods of engagement are appropriate for different circumstances.

In Haringey we have defined the following different methods as community engagement:

- Informing
- Listening
- Consulting
- Involving
- Collaborating
- Empowering

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

COMMUNITY ENGAGEMENT METHODS

Informing:
This is the simplest form of engagement and is all about giving information to communities and stakeholders
E.g. websites, newsletters and leaflets

Listening:
This is where research is undertaken in order to find out new knowledge and understanding of our community
E.g. NHS Community Survey

Consulting:
This is used to have a dialogue with our citizens to inform decision-making
E.g. Statutory consultation on school admission arrangements; consultation on the Sustainable Community Strategy; Local Area Assemblies

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

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

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. Learning Disabilities services run by service users

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 targets, which will allow us to measure and monitor this Framework:

- NI1: % of people who believe people from different backgrounds get on well together in their local area
- NI4: % of people who feel they can influence decisions in their locality
- NI6: Participation in regular volunteering
- NI7: Environment for a thriving third sector
- NI21: Dealing with local concerns about anti-social behaviour and crime by the local council and police – proxy % of people who feel well informed about what the council is doing to tackle anti-social behaviour
- NI140: Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly

5. Aim 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.'

6. Haringey's Community Engagement Principles

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

- Adopt the COMPACT way of working which promotes good practice in partnership working
- Work together to co-ordinate engagement activities and resources where possible, to avoid duplication and over-engagement
- Build trust between our communities and the HSP
- Ensure that the HSP has a clear understanding of Haringey's communities and a commitment to engaging with them
- Work together to make better use of what we already know
- Enhance community leadership by ensuring that voluntary and community organisations are effectively represented across the HSP

2. Engage when it will have make a difference

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

3. Be clear about what we're asking

- Make the aim of engagement clear
- Provide clarity for local partners and local people about the opportunities there will be to shape services and what the benefits might be
- 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

- Ensure that individuals have the opportunity to express their views and know that these views will be listened to and respected
- 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
- Engage communities of interest on specific issues

5. Communicate the results of engagement activity

- Ensure that communities are aware of the impact of their input by making sure 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
- Establish a coordinated and consistent approach to community engagement including better use of resources and sharing information between partners
- Use engagement to strengthen partnership working to identify and solve community issues

We recognise that we need both human and financial resources to ensure good quality engagement and that organisations will have different access to these. We hope this framework will help us to make better use of all our existing resources, by changing our ways of working including sharing ideas, facilities, expertise and good practice. We aim to be transparent about the level of resources we have for improving community engagement locally by making sure that the priorities included in the final framework are adequately resourced.

7. How was this Framework developed?

We set up a multi-agency project group to develop this Framework. 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 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.

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 Delivery Plan is developed.

Further information:

For further information on Haringey's Community Engagement Framework please contact:

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

This page is intentionally left blank



haringey strategic partnership

Meeting: Haringey Strategic Partnership

Date: 27 April 2009

Report Title: Supporting and Strengthening Links with Overview Scrutiny and Haringey Strategic Partnership

Report of: Trevor Cripps, Overview and Scrutiny Manager

Purpose

To propose guidelines for supporting and strengthening links with Overview and Scrutiny and Haringey Strategic Partnership.

Summary

The new powers granted to scrutiny in the Local Government and Public Involvement in Health Act 2007 come into effect on 1 April 2009 and extend the role of scrutiny to relevant partner authorities. Overview and Scrutiny Committees now have the powers to require information from relevant partner authorities and are able to give notice that they must have regard to scrutiny reports and recommendations on local improvement targets specified in the Local Area Agreement. To bring transparency and gain commitment, the guidelines (attached at Appendix 1) detail how Overview and Scrutiny may engage with relevant partner authorities.

Legal Implications

Legal Services has been consulted in the preparation of the guidelines and confirm the accuracy in respect of the legislation, which appears in section 3 of the guidelines.

Financial Implications

There are no direct financial implications as a result of the proposals.

Recommendations

That the guidelines be discussed and agreed.

For more information contact:

Name: Trevor Cripps

Title: Overview and Scrutiny Manager

Tel: 020 8489 6922

Email address: Trevor.Cripps@haringey.gov.uk

SUPPORTING AND STRENGTHENING LINKS WITH OVERVIEW AND SCRUTINY AND HARINGEY STRATEGIC PARTNERSHIP

1. The Aim

To provide a framework within which the work of the Partnership can be scrutinised in a fair, constructive way that adds value to what is being done.

If this document is to serve any useful purpose it is essential that it is flexible and updated in the light of experience to reflect best practice.

2. The purpose of Overview and Scrutiny

To help the Partnership to achieve its objectives by identifying areas where there is not fast enough progress towards achieving excellence and to carry out a scrutiny which identifies what needs to be done to improve the situation.

To be successful scrutiny should not be duplicating work carried out by the partnership but should be providing an independent objective view of what needs to be done to improve the quality and cost effectiveness of services provided to local people.

3. Scrutinising local service providers – the new scrutiny powers

The Overview and Scrutiny Committee already has the power to scrutinise matters which affect the authority's area or its inhabitant's wellbeing. Although partner authorities, other than local NHS services, are not currently under a duty to 'co-operate' in such scrutiny exercises, in Haringey they have been willing to do so and attend overview & scrutiny reviews and committee meetings when required.

The new Local Government & Involvement in Health Act 2007, besides tidying up existing legislation, gives Overview and Scrutiny Committees the power to:

- i) require information from relevant partner authorities¹
- ii) give notice to a relevant partner authority that they must have regard to scrutiny reports and recommendations on any local improvement targets specified in the local area agreement.²

It also places a duty on the Council or "Executive" to which a notice is given to respond to Overview and Scrutiny committee recommendations within 2 months³

¹ Section 121 of the Local Government and Public Involvement in Health Act 2007

² Ibid section 122(21C)

³ Ibid section 122 (21B)

These powers come into effect on 1 April 2009, but the Secretary of State has yet to make regulations about what information partner authorities may or may not have to provide.

4. The way Overview and Scrutiny will operate.

It must:

- Be fair and open, with all partners and agencies being treated equally.
- Give Service users an opportunity to participate.
- Help the Partnership by scrutinising problem areas - no matter how challenging -and help it to identify sustainable improvement plans.
- Be positive and constructive with the paramount objective of suggesting improvements.
- Contribute to the Comprehensive Area Assessment process.
- Make achievable cost-effective recommendations.
- Monitor the service thereafter to identify the effectiveness of recommendations and whether they have had the desired effect.

5. Choosing Topics for Scrutiny.

For scrutiny to add value it is essential that the right areas are scrutinised at the appropriate time and contribute to improving services. Scrutiny topics will be chosen having regard to:

- Government policy and new legislation which identifies additional or changed duties or powers.
- The success of the partnership in achieving LAA outcomes and local improvement targets.
- The views on services expressed in the Comprehensive Area Assessment process and other independent assessments, including the annual external audit management letter, residents' surveys, and other assessments of need and provision.
- The views of the Partnership and its themed boards, on those areas where scrutiny involvement would be most beneficial.
- The views of council members and local community, including service users.

A programme of scrutiny work will be drawn up after discussion with the Partnership and its themed boards. Any partner, member of the council or service user may suggest an item for scrutiny. Overview and Scrutiny Committee will have regard to all such suggestions when they decide their work programme.

Whilst an annual scrutiny work programme will be drawn up this will be flexible and can be amended in the light of changing circumstances.

6. Overview and Scrutiny Meetings

- Any partner may ask for an item to be considered by Overview and Scrutiny Committee but must first discuss the matter with the Overview and Scrutiny Committee Manager on 0208 489 6922.
- All partners will nominate a named contact who the Overview and Scrutiny Manager or his staff may contact to discuss scrutiny issues including attendance at meetings etc.
- Partners invited to attend an Overview and Scrutiny Committee meeting will be given as much notice as possible
- Agenda and Papers for Overview and Scrutiny Committee and Panel meetings will be circulated to all relevant partners at the same time as they are sent to members and at least 5 clear days before the meeting.
- The Overview and Scrutiny Committee and Scrutiny Review Panel meetings will, whenever possible, be held in public and at the most convenient and practical venue.

7. The Scrutiny Process

- All relevant partners will be involved in a scrutiny review which affects them.
- Consideration will be given as to the way service users will be involved in more detailed reviews. Depending on the area being reviewed this could be all or part of the local community or service users and/or their families or carers.
- In conjunction with the Partnership, a plan for carrying out individual reviews will be drawn up by the council members on the Panel undertaking the review. At the same time they will consider the possibility of co-opting (non-voting) independent experts, partners and providers of services and users onto the panel.
- All reviews should, where appropriate, cover budget management, achievement of efficiencies and the benefit of investments as well as the underpinning themes in the Comprehensive Area Assessment of sustainability, inequality, people whose circumstance make them vulnerable and value for money.
- All interested parties will be given at least 5 clear working days notice of meetings and the opportunity to read any relevant papers circulated to members.
- It is essential that all reviews are completed as soon as possible but, in any event, in accordance with time scales which enable recommendations to be presented at the appropriate time.

8. Scrutiny Reports and Recommendations

These must:

- Be concise, readable, unambiguous and cogent.
- Explain the reasons for the scrutiny involvement and what it was hoped it would achieve.
- Set out clear, achievable recommendations explaining in each case why they were being made.
- List those who had participated in the review and the documents considered.

9. Response to Reports and Recommendations

Copies of all reports and recommendations will be circulated to all relevant partners immediately they are printed.

Unless otherwise agreed, Haringey's Cabinet must submit the co-ordinated Partnership's response to Overview and Scrutiny Committee within the statutory response time of 2 months.

Any relevant partner may submit a separate response if they do not agree with the Partnerships views, but it is hoped that this will rarely happen as all relevant partners will have been involved in the process.

The appropriate Overview and Scrutiny Committee may give notice in writing to any relevant partners, to have regard to the report or recommendations in exercising their functions. It is, however, hoped that this power is rarely if ever used.

This page is intentionally left blank



Meeting: Haringey Strategic Partnership

Date: 27 April 2009

Report Title: Haringey Strategic Partnership – Strategic Commissioning Framework

Report of: Mary Connolly, Partnership Manager

Purpose

To propose a Strategic Commissioning Framework that will guide the approach to future commissioning activity in relation to the HSP's Area Based Grant allocation for 2009/10, 2010/11 and beyond.

Summary

This paper offers a Strategic Commissioning Framework which has been tailored to meet the overall needs of the HSP, whilst maintaining flexibility to be developed further as commissioning capabilities mature across the partnership. The Framework document is attached as Appendix 1.

The Enterprise Theme Board is currently “road testing ” the framework in order to fine tune the approach and add to the learning. A good start has been made, testing the activity that went into the development of a draft commissioning prospectus and followed through to future steps in the process.

The Strategic Commissioning Framework will be operationalised for 2009/10 and 2010/11 for the Enterprise Board investments and phased in to cover all other Theme Boards as new commissioning intentions for unallocated funds come on stream.

The HSP Commissioning Working Group which reports to the HSP Performance Management Group have begun to review their scope to support the ongoing development of the framework, providing peer challenge to individual theme board commissioning intentions and seeking new opportunities for collaboration.

The framework draws on other models of good practice especially the Team Hackney model and this is acknowledged in the document.

Recommendations

That the HSP endorse the Strategic Commissioning Framework.

That a review of the effectiveness of the arrangements is undertaken in 12 months time to fine tune the framework.

For more information contact:

Name: Wayne Longshaw

Title: Interim Policy and Performance Support

Tel: 020 8489 3373

Email address: wayne.longshaw@haringey.gov.uk

Name: Mary Connolly

Title: HSP Manager

Tel: 020 8489 6939

Email address: mary.connolly@haringey.gov.uk

Overview

The HSP's Performance Management Group (PMG) have considered a number of reports on strategic commissioning, the first on 6 October 2008 – Developing a Commissioning Approach, followed by a second on 3 December 2008 – HSP Theme Board Commissioning. The proposed framework set out here was further considered and approved by the Group at its meeting on 18 March 2009. The PMG aims to move the Strategic Commissioning agenda forward by introducing a framework to be implemented during 2009/10.

In developing the framework, a review of Strategic Commissioning best practice has been undertaken, evaluating the various models and making adaptations to fit with the requirements of the HSP. The framework builds upon models highlighted in previous reports which have 4 key elements; **analyse, plan, do, and review**. Within the key elements there are **ten steps** to take describing the commissioning journey.

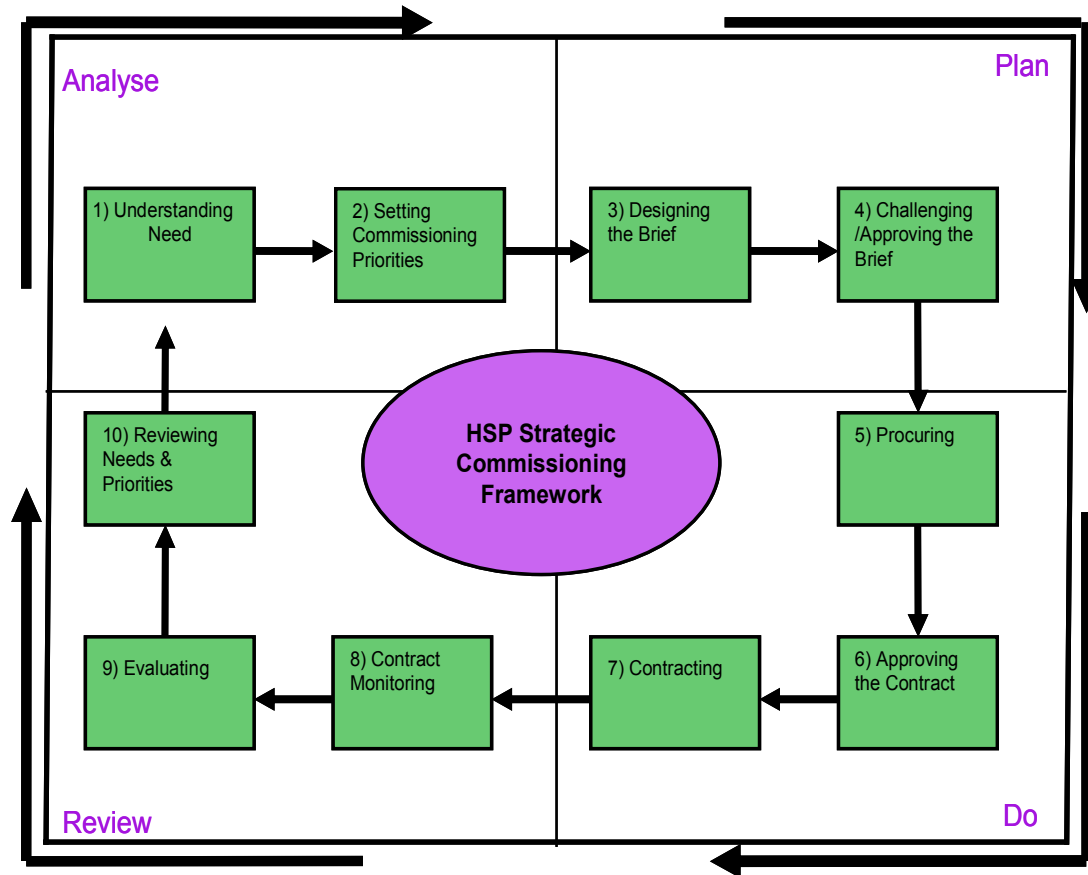
It is proposed that the Strategic Commissioning Framework shown in appendix 1 is adopted from April 2009 and being piloted for the whole of the Enterprise Board's investments and a phasing in of the framework across the whole of the Partnership for funding still to be allocated.

It is anticipated that the framework will need to be further developed in the light of local learning and ensuring we have strategic and operational fit. It is intended to consult widely on the framework to help shape the document further and ensure it complies with the Compact by applying the compact proofing checklist of funding and procurement and contract management included at the end of the document.

The adoption of the framework will require an appropriate central vehicle which will provide an effective network that will disseminate learning, challenge existing ways of working, adapt the needs of communities and the partnership and embed developments and improvements.

It is proposed that a Strategic Commissioning Group is formally established (formed from the Commissioning Working Group) as a sub group of PMG. Its roll will to implement the commissioning arrangements and provide an intelligence forum that is shared across all theme boards and upwards to PMG.

The Ten Step Strategic Commissioning Cycle



This page is intentionally left blank

Strategic Commissioning Framework

Commissioning for: A place for diverse communities that people are proud to belong to

Contents	Page
Overview	2
Strategic commissioning – the ‘ten steps’	4
The strategic commissioning process	5
Risk Log	8

April 2009 v 3

Haringey Strategic Partnership – Strategic Commissioning Framework
 Commissioning for: A place for diverse communities that people are proud to belong to

Overview

This document sets our framework to deliver strategic commissioning. It describes the roles and responsibilities of the Haringey Strategic Partnership as it executes its responsibilities in identifying activities and interventions to be funded by the Area Based Grant that directly contributes to the delivery of Local Area Agreement (LAA) outcome measures and the longer term benefits articulated in our sustainable community strategy.

Strategic commissioning is an activity that will over time span the whole of work of Haringey Strategic Partnership. The primary purpose of Haringey Strategic Partnership is, through understanding of the local community it serves, to generate new and more effective ways of intervening to support local people in improving the quality of their lives. Strategic commissioning for outcomes is a process through which the partnership will translate this commitment into action. For the purpose of this document strategic commissioning is defined as:

The cycle of assessing the needs of people and communities in Haringey, designing effective services and support, influencing the market to secure services, monitoring and reviewing the impact of commissioned services.

The definition recognises the four key elements of a strategic commissioning that is - **analyse**, **plan**, **do** and **review**. The commissioning cycle (the outer circle in the diagram) should drive the procurement/purchasing and contracting activities (the inner circle). However, the purchasing and contracting experience must inform the ongoing development of commissioning. Essentially, commissioning of services is the context within which purchasing and contracting takes place.



Strategic commissioning is not solely contracting or procurement although this is an important element of the process, and more importantly, it is not competing for funding but working together to invest public resources where they can make a clear impact.

Haringey Strategic Partnership – Strategic Commissioning Framework

Commissioning for: A place for diverse communities that people are proud to belong to

This requires the leadership of the HSP Board and partners in creating an organisation which has the culture, capacity and processes to make decisions based on evidence, design actions and interventions based on a detailed understanding of the issue and of local circumstances, to set clear expectations and outcomes and then performance manage these in an accountable, transparent and equitable way.

The framework adopts the following principles:

- Putting the needs of people and communities in Haringey first, ensuring that they are engaged in the commissioning activities.
- Look for opportunities to invest in the preventative agenda, addressing inequalities.
- Commission evidenced based interventions and services that correlate to improving local outcomes.
- Use open, transparent and equitable processes
- Comply with EU and UK procurement and contracting law and adhere to Council and other lead partner regulations
- Adopt local compact best practice

The implementation of the framework will require adherence to the principles above and the disciplines and governance arrangements below:

- New commissioning initiatives will focus on the delivery of key LAA outcomes
- Future funding allocations will be based on the direct impact a proposal will have on achieving priority LAA outcomes
- Thematic Boards will own and be accountable for delivery plans for the achievement of LAA outcomes
- Thematic Boards will have properly constituted and functioning performance and commissioning sub group/arrangements to handle commissioning, contract monitoring and performance issues
- Wider challenge of proposals is undertaken
- De-commissioning should take place when interventions/services are not meeting need or have become less relevant to current/future requirements
- Strict conflict of interest procedures are applied throughout the commissioning process
- Performance Management Group (PMG) maintains a strategic oversight by approving the allocations to fund commissioning proposals.
- Medium term financial planning operates to establish future requirements to maintain an investment pipeline.

As this framework is being introduced part way through the LAA period, it is recognised that a significant investment will have already been allocated and hence the introduction of the framework will be phased: to allow a pragmatic transition; to establish learning; and undertake further refinements.

The HSP wishes to acknowledge the excellent work of our neighbours - Team Hackney who have developed a strategic commissioning framework from which we have heavily borrowed – our gratitude is sincerely expressed. The framework takes the four generic elements of **analyse, plan, do** and **review**. and breaks them down into ten steps to follow when applying the strategic commissioning framework, see overleaf.

Haringey Strategic Partnership – Strategic Commissioning Framework
 Commissioning for: A place for diverse communities that people are proud to belong to

Strategic commissioning – the ‘ten steps’

	The Step	Description	Responsibility of
ANALYSE	One Understanding Needs	Consider the evidence base in order to understand the needs of the local community and identify the priority outcome areas and targets of the Haringey Local Area Agreement	HSP Board / Performance Management Group / Thematic Boards
	Two Setting Commissioning Priorities	Consider the baseline and direction of travel on key LAA targets and agree priorities for strategic commissioning	Performance Management Group / Thematic Boards
PLAN	Three Designing the Brief	Produce a diagnosis of the challenge demonstrating an understanding of issues to be addressed to achieve LAA targets and develop tender specifications designed to deliver the outcomes identified Consider the implications for de-commissioning of any existing services or interventions and plan the necessary change/exit strategy Review Compact compliance using Compact Proofing Check list	Thematic Boards
	Four Challenging / Approving the Brief	Challenge the diagnosis and proposed action using agreed criteria, and approve briefs to go to tender or ‘soft’ market testing	Commissioning Working Group
DO	Five Procuring	Undertake competitive tender exercise or ‘soft’ market test and make recommendations to Thematic Board on award of contract	Thematic Boards, with Strategic Commissioning Manager
	Six Approving the Contract	Approve award of contract	Thematic Boards
	Seven Contracting	Negotiate detailed SLA with successful delivery organisation	Thematic Boards, with Strategic Commissioning Manager
REVIEW	Eight Contract Monitoring	Ensure that services are being delivered and are achieving their outcomes, performance manage and take proactive steps to address poor performance	Thematic Boards, with Strategic Commissioning Manager
	Nine Evaluating	Evaluate performance against LAA targets	Thematic Boards’ Performance Management Group
	Ten Reviewing Needs and Priorities	Review LAA priorities and revise outcomes and targets through annual LAA ‘Refresh’ process	HSP / Performance Management Group / Thematic Boards

Haringey Strategic Partnership – Strategic Commissioning Framework

Commissioning for: A place for diverse communities that people are proud to belong to

The strategic commissioning framework in detail

The Step	Description	Responsibility of
<p>One Understanding Needs</p>	<p>Consider the evidence base in order to understand the needs of the local community and identify the priority outcome areas and targets of the Haringey Local Area Agreement</p>	<p>HSP Board / Performance Management Group / Thematic Boards</p>
<p>The Haringey Strategic Partnership (HSP) Board and its Thematic Boards have access to a wide range of evidence which has informed the development of the Haringey Local Area Agreement (LAA). This evidence base is further enriched by qualitative information gathered through additional research and through the evaluation of programme activity. Examples include the JSNA, the Borough Profile etc</p> <p>The Performance Management Group considers the evidence on the current position on each of the LAA NIs identifying where and for whom the gap is widest and understanding the factors behind this. Where there are data gaps or information is insufficient the Performance Management Group may commission further research.</p>		
<p>Two Setting Commissioning Priorities</p>	<p>Consider the baseline and direction of travel on key LAA targets and agree priorities for strategic commissioning</p>	<p>Performance Management Group / Thematic Boards</p>
<p>Thematic Boards look in detail at the baseline measurements and direction of travel on key LAA NI targets and agree priorities for strategic commissioning. Each Theme Board has a Theme Performance Scorecard that should be used to look at trends through time and best practice with similar boroughs. It is recognised that not all LAA NIs will require activity to be strategically commissioned, as existing mainstream and other budget commitments are supporting the delivery of these. Thematic Boards also identify those partners charged with developing the Step 3 commissioning brief.</p>		
<p>Three Designing the Brief</p>	<p>Produce a diagnosis of the challenge demonstrating an understanding of issues to be addressed to achieve LAA targets and develop tender specifications designed to deliver the outcomes identified</p>	<p>Thematic Boards</p>
<p>Thematic Boards complete the LAA strategic commissioning template. This provides a robust analysis of the evidence, and an understanding of the issues to be addressed in order to achieve LAA targets. The template then requires partnerships to draft the tender specifications detailing the requirements of the contract, the deliverables and the timeframe.</p> <p>At this point strict conflict of interest procedures are applied so that thematic partnership members are not involved in the development of the brief where they or the organisation of which they are a member is perceived to be in a position to directly benefit from future commissioning and delivery.</p> <p>Thematic Boards must approve a commissioning specification at a meeting before it can proceed to the next stage. Any interests should be declared and recorded.</p>		

Haringey Strategic Partnership – Strategic Commissioning Framework
 Commissioning for: A place for diverse communities that people are proud to belong to

The Step	Description	Responsibility of
<p>Four Challenging / Approving the Brief</p>	<p>Challenge the diagnosis and proposed action using agreed criteria, and approve briefs to go to tender</p>	<p>Commissioning Working Group</p>
<p>The brief is presented to the Commissioning Working Group who use the following criteria to assess the robustness of the brief:</p> <ul style="list-style-type: none"> • Is there a clear evidence base that demonstrates an understanding of the nature of the problem/s and issue/s • Is the data used recent, relevant and robust • Does the brief provide a clear statement of what will be delivered • Does the activity proposed clearly address the identified issue/s • Does the activity proposed clearly deliver specified LAA NI targets • Does the brief identify innovation • Does the proposed activity add value to existing provision? • Does the brief make the necessary links with other parts of the LAA programme • Are the resources required reasonable • Are there other funding streams that could support this work • Has the de-commissioning of any existing service/intervention been considered and planned for • Is there a clear strategy for supporting and/or mainstreaming the work post-ABG • Is it Compact compliant <p>If the Commissioning Group is satisfied that the thematic partnership has developed a good understanding of the issue and that the proposed activity directly addresses the issue it will recommend that the Thematic Board endorses the partnership to go to tender. The Performance Management Group will also be informed of the decision(s).</p>		
<p>Five Procuring</p>	<p>Undertake competitive tender exercise and make recommendations to Thematic Board Chair on award of contract</p>	<p>Thematic Boards, with Commissioning Manager</p>
<p>The framework assumes that activity will be commissioned through a competitive procurement process. The standard procurement route is to advertise a tender in:</p> <ul style="list-style-type: none"> - Supply2gov.co.uk, LBH or other Partner websites - By email to all HSP partners who can circulate it through their own communication channels and networks to include providers known to the partnership board. <p>A multi-agency assessment panel is convened to shortlist tenders and interview. Again, strict conflicts of interest procedures will be applied so that assessment panel members or the organisation of which they are a member cannot be perceived to be in a position to directly benefit from the contract. Every tender assessment panel includes a representative of the borough's community and voluntary sector.</p> <p>If Thematic Boards believe that a robust business case exists to warrant single tender action they must discuss this with the Strategic Commissioning Manager in the first</p>		

Haringey Strategic Partnership – Strategic Commissioning Framework

Commissioning for: A place for diverse communities that people are proud to belong to

<p>instance. It should be noted that under the relevant Contract Standing Orders any approval for single tender action can only be given by the Head of Procurement, and this is required before any proposal is agreed by the Theme Board and the Commissioning Group. Any approval for single tender action is subject to a value for money assessment by procurement officers.</p>		
<p>Six Approving the Contract</p>	<p>Approve award of contract</p>	<p>Thematic Boards/ Performance Management Group</p>
<p>The Thematic Board receives a brief report that summarises the tender responses received, details of short listing assessment, and outcomes of tender interviews, with a recommendation on the award of the contract. To ensure an efficient process reports are circulated out and Theme/Commissioning Group members have five working days to provide comments. The Performance Management Group will be sent items for information</p>		
<p>Seven Contracting</p>	<p>Negotiate detailed SLA with successful delivery organisation</p>	<p>Thematic Boards, with Strategic Lead Commissioning Manager</p>
<p>The Lead Commissioning Manager oversees the process of negotiating and agreeing contracts with delivery agents. The detailed activities, work programme (with deadlines / delivery dates), outcomes (including details of how and when these will be measured, reported and audited) and budget for commissioned activities are negotiated and agreed as part of this process.</p> <p>Thematic Boards are engaged in this process as they have the detailed expert understanding of the required service and will lead on contract monitoring.</p>		
<p>Eight Contract Monitoring</p>	<p>Ensure that services are being delivered and are achieving their outcomes, performance manage and take proactive steps to address poor performance</p>	<p>Thematic Boards, with Lead Commissioning Manager</p>
<p>Regular contract monitoring is undertaken jointly by the nominated thematic partnership lead and the Strategic Commissioning Manager. This is done through quarterly monitoring reports and contract review meetings.</p> <p>The Strategic Commissioning Manager works with Thematic Boards to ensure that there is robust monitoring of the progress and performance against the deliverables set out in the contract. Where a delivery agency underperforms the Strategic Commissioning Manager has the responsibility to take steps to address underperformance. The emphasis of this process is to support delivery agencies to improve their performance.</p> <p>This is managed through the HSP Performance Management Framework. All Thematic Boards receive a quarterly report showing performance against agreed spend and performance targets. Exception reports then go to the Performance Management Group. The PMF includes an agreed escalation process to authorise any contract variations or terminations where required.</p>		

Haringey Strategic Partnership – Strategic Commissioning Framework
 Commissioning for: A place for diverse communities that people are proud to belong to

<p>Nine Evaluating</p>	<p>Evaluate performance against LAA NI targets</p>	<p>Performance Management Group / Thematic Boards Commissioning Group</p>
<p>The Performance Management Group has the responsibility of overseeing the performance of the delivery agencies in achieving the Local Area Agreement NI targets. This is managed through the Performance Management Framework, and is supported by the Council's Corporate Performance Team. All LAA NIs are incorporated into the corporate performance system, and are included as part of the corporate scorecard and the HSP Performance Report. All LAA NIs have an agreed lead delivery partner. This is particularly significant as several key NIs are not directly delivered by the Council, and protocols for information sharing and reporting are agreed with all lead delivery partners. Lead Commissioning Managers will produce evaluation reports to the Thematic Board which will consider the impact at thematic level. The Commissioning Group will make an overall evaluation of commissioning activity and advise the Performance Management Group of the relative return on investment.</p>		
<p>Ten Reviewing Needs and Priorities</p>	<p>Review LAA priorities and revise outcomes and targets through annual LAA 'Refresh' process</p>	<p>HSP Board / Performance Management Group / Thematic Boards</p>
<p>The continued development of the partnership's understanding of the needs of the community and how it needs to act in order to raise the quality of life for local people are based on an honest and open evaluation of the impact of the LAA programme on performance against the LAA NIs. The Performance Management Group leads on this.</p>		

Haringey Strategic Partnership – Strategic Commissioning Framework
 Commissioning for: A place for diverse communities that people are proud to belong to

Risk Log

No.	Risk	Probability	Impact	Risk Score	Risk Category (RAG)	Mitigation and Actions	Owner	Due Date / Status	Closure date
1	Leadership								
1.1	Partnership members unwilling to adopt strategic commissioning framework.	Low (2)	V. High (5)	10	Medium Risk Amber	<ul style="list-style-type: none"> ★ Clear demonstration of benefits deriving from the process ★ Tailor process to meet partnership needs ★ Phase in framework 	SK	March 2009 2009 2009	
2	Timings								
2.1	Legacy investments - framework implemented part way through LAA period	High (4)	High (4)	16	High Risk RED	<ul style="list-style-type: none"> ★ Use Pilot to commence the process ★ Each thematic group to review their committed investments ★ Consider decommissioning ★ Phasing commissioning framework for all new investments 	Theme Leads Theme Leads	March to May 2009 April to September 2009	
3.	Resources & Requirements for implementation								
3.1	Capacity of partnership to implement the system	Med (3)	High(4)	12	Medium Risk Amber	<ul style="list-style-type: none"> ★ Employ Strategic Commissioning lead. ★ Undertake pilot with Enterprise thematic partnership ★ Strengthen Commissioning Group ★ Build in learning from pilot and make refinements 	SK MC MC MC	April 2009 April 2009 April 2009 April 2009	

Haringey Strategic Partnership – Strategic Commissioning Framework
Commissioning for: A place for diverse communities that people are proud to belong to

Compact Proofing Checklist

Funding and Procurement

1. Programme design shows clear outcomes which focus on sustainability
2. Funding & service provision is based on ongoing, independent assessment of community need
3. Process is developed through a collaborative programme, engaging service users and key partners
4. Process for monitoring and evaluation is based on outcomes not process
5. Tender process minimises bureaucracy and is simplified and accessible, acknowledging the potential of the diverse VCS to deliver services
6. Acknowledge barriers faced by VCS in funding and procurement and to put in place processes/ actions that reduces the barriers as far as possible
7. Consortia and networks of local suppliers are encouraged to facilitate joint tendering
8. Processes contain clear provision for reviewing locally managed funding criteria and priorities, ensuring that disenfranchised groups are not disadvantaged by processes
9. All processes are designed to be competitive, transparent and fair
10. Processes allow for a minimum of 3 months notice of changes to agreed funding, unless there are breaches of terms & conditions
11. Processes clearly acknowledges diversity of funding needs, and allows for provision such as start-up funding, core funding and capacity building
12. Processes recommend 3 year funding, and specify prompt payment in advance where this represents value for money
13. Funding reflects the full cost of the service, including the legitimate proportion of overhead costs
14. Where match funding is required, verifiable records of volunteering are submitted and accepted as of equal status to money
15. Meaningful feedback is given to all providers following application

Contract Management

1. All parties are involved in planning and negotiating contracts ahead of agreements being put in place
2. Duration of funding arrangements are agreed ahead of time
3. Clear outcomes and targets are set for all commissioned services
4. Potential Service Providers are assessed against published pre-qualification and tender evaluation criteria.
5. All contract payments are made according to agreed payment schedule
6. Contract payments are made to organisations ahead of expenditure, where appropriate
7. Funding reflects the full cost of the service, including the legitimate proportion of overhead costs (Full Cost Recovery)
8. Risks are identified and it is agreed who will take responsibility for managing them
9. Support mechanisms are in place for organisations who have funding problems or have funding withdrawn (Note a minimum 3 months notice for withdrawal of funding is required)
10. A comprehensive explanation is given in advance to organisations where funding is to be withdrawn
11. VCS organisations use forward planning to reduce any potential negative benefit of funding being withdrawn
12. Monitoring & evaluation requirements are negotiated between funder and provider, focusing on outputs and outcomes.

Haringey Strategic Partnership – Strategic Commissioning Framework

Commissioning for: A place for diverse communities that people are proud to belong to

13. Allow for a variety of monitoring & evaluation methods

Haringey Strategic Partnership – Strategic Commissioning Framework
Commissioning for: A place for diverse communities that people are proud to belong to



Meeting: Haringey Strategic Partnership

Date: 27 April 2009

Report Title: Update on Development of Children's Trust – For Information

Report of: Chief Executive – Haringey Council

Summary

This report sets out draft proposals for the creation of a Children's Trust to replace the current Children's and Young People's Strategic Partnership within Haringey's Strategic Partnership. A further report will be considered in June on the formal creation of the Children's Trust as a theme Board within the Haringey Strategic Partnership

Recommendations

This report is for information and should be noted.

Financial/Legal Comments

There are no financial implications within this report however the actual creation of the Children's Trust may have implications for the future expenditure and Income amongst the Strategic partners.

There will be legal implications of creating a legal based partnership and these are still being assessed and will be the subject of a further report once the formal views of partners have been assessed.

For more information contact:

Name: Tim Dauncey
 Title Interim Director of Special Projects
 Tel: 020 8489m 2337
 Email address: Tim.Dauncey@Haringey.gov.uk

1. Summary

The Joint Area Review report into Haringey's Children Services identified the need to improve governance of safeguarding arrangements for children. It was proposed to replace the current Children and Young People's Strategic Partnership Board with a Children's Trust. This briefing sets out the current thinking for consultation and consideration.

2. Development of a Children's Trust Model

2.1 What is a Children's Trust?

Section 10 of the Children's Act 2004 sets out the duty to co-operate to improve the well being of children by local authorities and their partners.

All Children's Trusts need to focus on a number of key priorities which should be informed by their Joint Strategic Needs Assessment and clearly set out in their Children & Young People's Plan including:

- identifying children and young people at risk of failure or harm, and intervening early to make sure children are safe and can thrive;
- narrowing the gap especially in educational attainment between vulnerable children and young people (like children in care) and others, while also improving the lives of all children; and
- reducing child poverty.

They should do this by:

- listening to the views of children and young people as well as their parents and carers about what services they need and are available, involving them (and their parents and carers) in delivering them;
- promoting joint working between all professionals working with children and young people;
- ensuring effective commissioning (i.e. planning and delivery) of services for children and young people based on a robust analysis of their needs and using resources flexibly and creatively (for instance by aligning or pooling budgets); and
- overcoming unnecessary barriers to sharing and using information.

The term Children's Trust applies to the whole system of children's services covering the work of partner agencies at every level, from the development of overall strategy to the delivery of front line services. **It is not a separate organisation in its own right.** Each partner retains its own responsibilities while working together to join up services. A suggested timetable for creation of the Trust is set out at para 3.

2.2 Key issues to be considered in creating a Children's Trust are as follows:

There are two models for strategic interagency governance of a Children's Trust:

- i. Collaboration between partners, defined as governance and policy enacted by the various statutory bodies with the Council and Health as the accountable bodies based upon a duty to cooperate using section 31 of the Health Act 1999.
- ii. Partnership governed by legal agreement defined as governance and policy

enacted through a Children's Trust board through a legal/partnership agreement between key partners. This is further developed in Appendix 1

It is proposed that Haringey should follow the second model.

This will provide a structure for:

- Leadership that includes managing pilot initiatives, joint commissioning, co-ordinating and managing changes in delivery mechanisms. There is a critical role in building and strengthening working relationships between agencies which meet the objectives of the Trust.
- Joint planning, including the identification of budgets available for children's services from social care, education, health and other agencies. These can be pooled through legal agreements or aligned through sharing information on resources and spending to aid the development of fully costed plans.
- Joint commissioning of children's services to strengthen the integrated working of agencies and redesign of services for children.
- Preparation and submission of a Children & Young People's Plan setting out the Children's Trust's strategy for delivery of the 5 outcomes within the Every Child Matters Strategy for local children and young people.

2.3 Terms of Reference for Children's Trust

The vision of the Children's Trust should reflect the vision within the current Children and Young Peoples Plan which is:

'We want every child and young person in Haringey to be happy healthy and safe with a bright future'

The draft terms of reference for the Children's Trust is set out below:

- To develop and publish a child and family centred outcome led vision for all children and young people in a Children and Young People's Plan which incorporates all partners strategies related to children and young people.
- To put in place robust arrangements for inter agency governance and performance measurement of all the Every Child Matters outcomes for children and young people.
- To develop integrated strategy, joint planning and commissioning , pooled and aligned budgets to deliver the Children and Young People's plan
- To deliver child safeguarding services through integrated processes, effective multi agency working underpinned by shared language and shared processes.
- To develop and promote integrated front line delivery organised around the child, young person or family rather than professional or institutional boundaries.

2.4. Membership of the Children's Trust

Consideration needs to be given to the representation on the Children's Trust from the

organisations set out below:

- Local Authority Councillor representatives
- Local Authority Officers
- LSCB Chair
- Teaching Primary Care Trust representatives
- Haringey Police
- Mental health Trust
- Whittington Hospital
- North Middlesex
- GOSH –
- General Practitioner
- Voluntary Sector - HAVCO
- Voluntary Sector representatives – Community Link Forum
- College of North East London
- Learning Skills Council
- Youth Offending Service –
- Haringey Children’s Networks
- Haringey Youth Council
- Schools representatives
- Sixth form college
- Job Centre Plus.

Further considerations are required to agree the representation from the Voluntary Sector on the various bodies within the Trust

2.5 The structure of the Trust will follow an established model as follows:

- A Children’s Trust Board reporting into the Local Strategic Partnership acting as the thematic board for Children and Young People’s services.
- A Children’s Trust Executive Performance Management Group who act as the management group for the Children’s Trust.
- Children’s Trust Sub Groups based on services targeted on local needs (via the 3 Children’s Networks) or sub groups based upon the 5 outcomes set out in the Children and Young peoples plan.
- Occasional ‘task and finish’ groups to focus upon specific issues.

The trust would be governed in accordance with the Nolan principles which will be set out in the formal documents setting up the Children’s Trust.

2.6 Children’s Trust Executive Performance Management Group Role :

The Executive Performance Management Group will:

- Direct agenda and forward planning for the Trust.
- Manage and monitor the implementation of the JAR Action Plan.
- Manage reporting arrangements between the Trust, sub groups and LSCB.
- Decision making in emergencies between Trust meetings.
- Undertake performance management of key issues and outcomes from the Children and Young People’s Plan.

- Ensure follow up of decisions made at Trust meetings.

2.7 Membership to include the following:

- Chair and Vice Chair of Children's Trust.
- Director of Children and Young people's Service.
- Representative of the Metropolitan Police.
- Representative of the Primary Care Trust
- Representative of HAVCO.

2.8 Creation of Sub Groups to support the work of the Children's Trust:

The creation of a sub group structure to the Children's Trust needs to encompass the facilitation of multi agency delivery of the Children and Young People's Plan in a framework that is understandable to all members of the Trust Board and delivers the outcomes set out in the plan.

There are two options:

Option 1

Three sub-groups based on the 3 Children's Networks: North, South and West within the Borough. The groups remit would include the following as part of a core offer, with cross-cutting working groups for more wide-reaching issues including disability and the post 16 agenda:

- Children's centres.
- Parenting.
- Play.
- Early years.
- Extended schools.
- Health.
- Safeguarding.

These sub-groups could co-opt additional locally based members, drawing particularly on voluntary sector representatives

Option 2

5 sub-groups formed to address each of the 5 Key Outcomes of Every Child Matters and in line with the national Children's Plan and our local Children and Young People's Plan:

- Be Healthy.
- Stay Safe.
- Enjoy and Achieve.
- Make a Positive Contribution.
- Achieve Economic Wellbeing.

Following consultation with members of the Children and Young People Strategic Partnership Board and the Performance Management Group of the Haringey Strategic Partnership an area based approach based on the geographic areas of the Children's networks is the preferred outcome. However the sub group governance framework will also provide sufficient flexibility to allow for task and finish groups to

be created on specific issues as determined by the Children's Trust Board.

3.0 Draft Timetable for creation of Children's Trust

Phase 1 Consultation on Options for Children Trust

- CYSB – 7th April 2009
- HSP PMG 9th April 2009
- Cabinet 21st April 2009
- HSP 27th April 2009

Phase 2 Agreement of Governance Model , membership and sub group framework

- CYPB 19th May 2009
- HSP PMG – 1st June 2009
- Cabinet 16th June 2009
- HSP - 23rd June 2009

Phase 3 Implementation

- Children's Trust Meeting 13th July 2009
- Children's Trust Executive Performance Management Group - TBA
- Children Trust Sub Groups - TBA

Appendix 1 Draft Interagency Children's Trust Model partnership agreement

The two models referred to in the paper are a Collaborative Model and a Legal Framework Model.

The collaborative model is as currently exists through the Children and Young People Partnership Board. There is a duty to co-operate between the partners, but no written agreement to ensure all partners co-operate and work together.

The legal framework model could be based upon a Partnership Agreement which sets out membership, functions and protocols and key arrangements for decision making, ownership of the Children and Young People's Plan, integrated working, joint commissioning and the alignment and management of budgets including pooled budgets. Such a partnership agreement would be signed up to by all members of the Trust.

Responsibilities for partners could be defined within the partnership agreement in the following terms:

- Take responsibility for developing, publishing and monitoring the Children and Young People's Plan.
- Ensure that the 'duty to co-operate' is understood and acted upon within their agency.
- Ensure that the needs assessment that informs the CYP Plan is regularly reviewed, with particular attention paid to those children in need of protection.
- Ensure that all assessments of need for children and their families include evidence from all the professionals involved in their lives and must include direct contact with the child.
- Ensure that in respect of safeguarding of children :
 - All referrals to children's services from other professionals lead to an initial assessment including processes to require direct involvement with the child or young person and their family and direct engagement and feedback with the referring professional.
 - Core group meetings, reviews and casework decisions include all the professionals involved with the child.
 - Records are kept of such meetings including the written views of those unable to attend.
 - Formal resolution procedures are in place for managing conflict of opinions between professionals from different agencies.
 - All agencies have well understood referral processes which prioritise the protection and well being of children.
 - Named representatives from the police service, and the health service are co-located and active partners within each children's social work department
- Represent their agencies and bring experience and knowledge about other sectors and organisations; however the primary duty will be to act in the interest of children and young people.

- Ensure that all staff within their agency who have contact with children are aware of their safeguarding responsibilities and are supported to carry out any designated role with regard to partnership work including integrated working, CAF, area based projects and sharing information.
- Ensure that actions to support the Trust are firmly bedded within their agency and that for all staff who work with children there is adequate skills, training and professional development in understanding child development and recognising potential signs of abuse or neglect.
- Ensure that there is multi agency training in place to create a shared language and understanding of local referral procedures, assessment , information sharing and decision making across all services who work to protect children
- Ensure that their agency makes an appropriate contribution to the resourcing of the delivery CYP Plan.
- Ensure that partners consistently apply the Information Sharing Guidance published by the DCSF and DCLG
- Ensure appropriate consultation with parents and other stakeholders on the work of the Trust
- Ensure that reports, policies, procedures and decisions of the Trust are disseminated effectively within their agencies.
- Contribute to the development of robust and effective monitoring and performance arrangements.
- Commit to attending a minimum of meetings and nominate a named deputy who meets the membership criteria to attend up to balance of all meetings a year.
- Actively support the work of the Trust particularly sub groups to undertake any necessary research or additional work.
- Actively contribute to Joint Area Reviews of Children Services.



Meeting: Haringey Strategic Partnership

Date: 27 April 2009

Report Title: Whistleblowing and Confidential Reporting

Report of: Head of Audit and Risk Management

Purpose

To advise the HSP of the draft Whistle-blowing and Confidential Reporting Policy for the HSP and recommend its approval.

Legal/Financial Implications

There are no direct legal or financial implications arising out of this report.

Recommendations

That the HSP Board reviews and approves the draft HSP Whistle-blowing and Confidential Reporting Policy.

That the HSP Board approves the adoption and publication of the HSP whistleblowing and confidential reporting policy.

For more information contact:

Name: Anne Woods
 Title: Head of Audit and Risk Management
 Tel: 020 8489 5973
 Email address: anne.woods@haringey.gov.uk

Background

The Comprehensive Area Assessment (CAA) includes the requirements to have appropriate arrangements in place which are designed to promote and ensure probity. It is therefore important to ensure that the HSP can demonstrate compliance with the CAA and best practice requirements.

A whistle-blowing and confidential reporting policy, which is specific to the HSP rather than the policies of the HSP's individual member organisations, provides the framework within which all partners should operate. A specific policy provides clarity and sets out how employees of the HSP's member

organisations, contractors, members of the public and Councillors can make their concerns known. The policy sets out how the HSP will deal with any allegations made.

The HSP is committed to reducing the potential for fraud and corruption to the lowest possible level. The draft whistleblowing and confidential reporting policy, attached as Appendix 1, is a key document in informing people of the HSPs position on fraud and corruption and its intention to deal with any issues in a firm, but responsible way.

The policy encourages individuals to report their concerns early and in confidence to enable the issue to be dealt with as effectively as possible. However, it is recognised that there could be situations where concerns are raised after the event, so the policy is written to incorporate either circumstance.

The Whistle-blowing and Confidential Reporting Policy

Individual partner organisations in the HSP have their own anti-fraud and corruption policies and procedures, including whistleblowing policies. However there has not been, to date, a whistleblowing and confidential reporting policy which is specific to the HSP and its operational functions.

The draft policy attached at Appendix 1 has been written to ensure that the information contained within it is up to date, easily understandable and accessible to the widest possible range of readers. This is has been done in line with Haringey Council's website guidelines for accessibility.

The draft policy conforms to the best practice guidance from Public Concern at Work, the independent charitable organisation which advises on whistleblowing and governance matters.

The draft policy gives guidance to Councillors, partner organisations, employees and members of the public on what the HSP wants to know about in relation to fraud and corruption and other concerns they may have, what people should do if they suspect fraud and corruption and how the HSP will deal with any concerns raised or allegations made.

Appendices

Appendix 1 – Draft HSP whistleblowing policy



Introduction

Haringey Strategic Partnership (HSP) is committed to the highest standards of quality, probity, openness and accountability.

As part of that commitment, the HSP encourages those who work with the partnership who have serious concerns about any aspect of our work to come forward and express those concerns. In many cases, concerns or complaints will be dealt with via our normal procedures including those to deal with grievances, disciplinary matters, or concerns relating to equalities, bullying or harassment. These concerns may also be dealt with through the employing organisation's policies and procedures.

However, the HSP recognises that, in some cases, individuals will need and want to come forward on a confidential basis to discuss or disclose issues which relate to the operation of the HSP. The HSP's code of governance makes it clear that individuals can do so without fear of reprisals.

This policy is intended to reinforce the HSP's commitment to the process and our support for those who come forward to express their concerns. The key message we want to publicise is that we expect all HSP members, Councillors, employees, consultants, contractors, and service users, to be honest, and to give the HSP any help, information and support we need to deal with issues of concern.

Whistleblowing and confidential reporting policy

Members of an organisation are usually the first to know when something is going seriously wrong - be it a serious danger to the public or a major fraud. All too often the alarm is not sounded on malpractice. The result is that the people in charge do not get the chance to take action before real damage is done. The HSP encourages individuals to report their concerns early and in confidence to enable the issue to be dealt with as effectively as possible. However, it is recognised that there could be situations where concerns are raised after the event, so the policy is written to incorporate either circumstance.

Whistleblowing and confidential reporting policies aim to ensure that serious concerns are properly raised and addressed in the workplace and are increasingly recognised as a key tool to deliver good practice. It is essential for the HSP that a whistleblowing and confidential reporting policy/procedure is in place and well publicised so everyone connected with the organisation is aware of what is required of them.

How to identify issues of concern

Through the HSP partners' procedures, we feel sure that you will know how to recognise the following problems and that you understand the effects that they may have on the HSP and partner organisations and the services that we provide:

- Fraud and corruption
- Abuse or neglect of vulnerable people
- Failure to deliver proper standards of service
- Damaging personal conflicts
- Bullying, discrimination, harassment, or victimisation in the workplace

When a problem arises, we will always take it seriously. We will always pursue serious abuses as vigorously as possible through our partners' disciplinary procedures. We want you to feel confident in coming forward, that we will take your concerns seriously and take appropriate action when you tell us things are wrong.

Confidential Reporting

The HSP recognises that it can be difficult to report a concern, but we would urge anyone who has any concerns to come forward at an early stage, and before problems have a chance to become bigger.

Reporting a concern alone can seem a daunting prospect, so the HSP is happy for you to come forward with a colleague or other representative. The HSP supports all its members, including staff, and reporting a concern will not affect your position. This applies equally if some-one comes forward, in good faith, with a concern that turns out later not to be justified.

In some instances, a person reporting their concerns may wish to remain anonymous. On other occasions, a person may wish to have his or her information treated confidentially, but will be prepared to supply their own details. The HSP encourages open reporting, namely where the identity of the person reporting is known, but makes provision for other methods to improve people's confidence in the HSP's systems and their willingness to report their concerns.

The HSP will do everything it can to respect and maintain your confidentiality. We will deal with all information fairly and confidentially. We will try, as far as possible, not to reveal the names of the people who gave us the information. If anyone tries to discourage an individual from coming forward we will treat this as an offence. Equally, concerns must be raised in good faith and without malicious intent. Anyone who makes malicious allegations will be subject to disciplinary procedures.

All allegations will be investigated thoroughly by the relevant HSP officer who will respect the confidentiality of the person raising the concern and the individual against whom the allegation has been raised.

Who to contact

In most cases, you should be able to raise any concerns with the Chair of the HSP, or the Chair of the relevant HSP Theme Board. All such contacts will be treated in confidence. If a concern relates to the Chair, then it should be referred to the respective Vice-Chair of HSP or Theme Board. For advice or help in the first

instance you can contact Mary Connolly, HSP Partnership Manager on 020 8933 6368 or email: mary.connolly@haringey.gov.uk .

If the HSP's policies and procedures are working properly, you should not need to take your concern to any external agency. There may be exceptional circumstances where this may be the best approach. For example, if a criminal offence has been committed, then the police should be advised.

Investigating concerns

Following an allegation, where appropriate, an independent and impartial HSP officer will be involved in the investigation. The investigating officer will make sure that the investigation is carried out as quickly and as thoroughly as possible.

Once an investigation commences, every effort will be made to bring it to an early conclusion. To conduct an investigation under the Whistleblowing and Confidential Reporting Policy, officers will follow the same process as the Disciplinary Procedures for investigating cases of misconduct/gross misconduct. An investigation may conclude that, potentially, there has been a breach of the HSP's Code of Conduct. In these circumstances, the HSP's disciplinary process would be invoked. If the concern is a more serious nature then the parent organisation will be notified.

The amount of contact between the officers considering the issues and you will depend on the nature of the matters raised, the potential difficulties involved and the clarity of the information provided. The HSP will take steps to minimise any difficulties which you may experience as a result of raising a concern. For instance, if you are required to give evidence in criminal or disciplinary proceedings, the HSP will arrange for you to receive advice about the procedure.

The HSP accepts that you need to be assured that the matter has been properly addressed. Thus, subject to legal constraints, we will inform you of the progress and outcome of any investigation.

If you raise a concern confidentially, then you too should treat the matter as confidential, both during and after any investigation. Details of the concerns and the investigation should not be discussed beyond those who need to know.

The HSP hopes that none of these procedures will ever be necessary, but they are in place and designed to support people in cases where circumstances may be difficult.

This page is intentionally left blank



Meeting: Haringey Strategic Partnership

Date: 27 April 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:

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

Better Places Partnership Board

The Better Places Partnership met on 14 April 2009.

The Partnership agreed to make some structural adjustments to improve its focus on delivery and ability to act as a partnership body with accountability for delivering the Greenest Borough Strategy. It was agreed that a partner organisation would be identified to lead on each of the seven priorities identified in the Greenest Borough Strategy, in partnership with the Haringey Council lead. Better Places Partnership Meetings will be used to provide quarterly updates on progress and activity against each theme, particularly focusing on two priorities at each meeting, as well as looking at overarching strategic issues, communications items, and performance.

This shift in working will be reinforced by the introduction of an Area Based Grant Innovations Funding Pot within the BPP ABG allocation, which will be used to fund innovative projects which contribute to delivery of the seven Greenest Borough Strategy priorities, and led by lead partner organisations.

The Partnership also discussed the Better Haringey Outdoor Advertising Campaign and how better outcomes could be realised through a partnership approach to this.

The Partnership reviewed its performance during the Fourth Quarter, noting that targets have been met on four of the eight Local Area Agreement targets on which the partnership leads. Data is outstanding on three indicators, and this is being pursued. The recycling target has failed to meet its targets, and the partnership noted the explanations for this and the recycling action plan in place in to address the under-performance. The partnership's ABG funded projects have all delivered the agreed outputs to time and on budget for 2008/9, and the BPP funding allocation for 2009/10 is now confirmed.

Children and Young People's Strategic Partnership Board

The Board has met once since the HSP meeting in February. The main item on the agenda was a briefing paper on the development of a Children's Trust. A considerable time was devoted to discussion on the proposed Terms of Reference, Membership and sub groups. In principal it was decided to move towards a Trust but it was agreed that further thought should be given to the Membership and structure of the future Trust.

The Board also received an update on the Haringey Play Strategy from the Chair of the Early Childhood Forum and a representative of Haringey Play Association. This was followed by a discussion on the work to progress the National Indicator, (NI) 113, on reducing the prevalence of Chlamydia.

A progress report was given on the development of the new Children and Young People's Plan, which should be published in September 2009. The Board was informed that a consultation questionnaire about the Plan was now publicly available on the Council's website.

The Board received a presentation on the Community Engagement Framework and a short report on monitoring of areas that currently fall outside the Local Area Agreement performance framework.

Enterprise Partnership Board

The Board approved a Commissioning Prospectus that will determine the use of its £3M Area Based Grant allocation over the next two years.

The prospectus was published on the Haringey Council website on 10 March with applications invited until 3 April. A total of eighty-six applications were received and an appraisal panel, made up of Enterprise Board members, will meet on 30 April to agree funding recommendations to the full Board.

As part of the LAA Refresh the Board agreed that following the Government's decision to 'freeze' certain economic targets, the current target of a 4.7 percentage point reduction should remain in place to enable more time to build a stronger case for a reduction in the target. In relation to the Incapacity Benefit (IB) Stretch Target it was agreed that a revised target should be submitted to support one hundred and twenty long-term IB claimants into sustained employment and sixty people on Statutory Sick Pay to retain their current employment.

The Board received its Third Quarter performance report and agreed to discuss in more detail approaches to supporting Incapacity Benefit claimants into employment at its next meeting.

Updates on the three main Worklessness programmes: Haringey Guarantee, Families into Work and the North London Pledge. An update was also given on business and enterprise activities including the Wood Green Film Festival, an Olympic procurement event and the Haringey Business Pack.

The Board received an update on the work being undertaken to create a Haringey Business Board that will contribute to the town centre approach to business support and economic development.

Integrated Housing Board

The Board is leading on the development of the new Haringey Housing Strategy 2009-19. The strategy is the partnership document that sets out our approach to housing over the next ten years. At its meeting on 23 March 2009 the Board considered progress to date in producing the strategy.

The Board received a report setting out the findings of the Equalities Impact Assessment (EIA) in respect to the Homelessness Strategy. The EIA recommended that dedicated systems were established to collect data and to ensure that information was used to inform future service provision.

A presentation was given on Fuel Poverty and the proposed development of an Affordable Warmth Strategy. An overview was provided of the causes of Fuel Poverty, how this was classified and the impact it had upon people's health. A further report would be received in May updating the Board on progress and the final draft would be submitted for approval in September.

A report was received setting out proposals for expanding the Registered Providers Partnership (RPP) to include Registered Providers (RPs) in the Borough. In order to deliver the level of new Affordable Housing required in the Borough, particularly in the current economic climate, the existing RPP needed to be expanded. It was envisaged that expansion of the RPP would also result in a greater number of RPs signing up to the Council's nominations agreement.

Members of the Board representing Housing Associations expressed their support for the proposals. There would be further opportunities for Members of the Board to influence how the partnership arrangements would function in practice.

Safer Communities Executive Board

The Safer Communities Executive Board met on 16 March 2009. The standard items included the Comprehensive Area Assessment and the Draft Housing Strategy.

There was a substantial discussion around the Preventing Violent Extremism programme. The Board agreed the proposed approach and actions but stressed that Haringey was not considered to be under any particular threat from extremist groups and that it was essential to avoid victimising any individual ethnic groups in the Borough. Progress with this new programme will be closely monitored.

Since the Third Quarter performance report had been received performance has further improved with notable successes in some of the most challenging areas. Overall serious acquisitive crime now stands at an 8% reduction against a 5.5% police target year to date and compared with last year. Of particular significance is the robbery achievement of a 25% reduction year to date against a police target of 1% reduction. There has also been a significant improvement in 'theft from motor vehicles' which is now exactly on target at 6% reduction. This has coincided with a concerted effort to use innovative approaches beyond policing and is a success story for the added value of partnership work. Residential burglary remains a challenge and is currently showing a standstill but not reaching its target.

Haringey was in the upper half for performance on serious violence and had improved significantly in reducing youth violence by a 16% reduction against a target of 5%. Gun and knife crimes continue to show exceptional performance with knife crime showing a 20% reduction year to date and gun crime a 26% reduction. Currently, performance overall compared favourably with neighbouring Boroughs such as Camden and Islington.

The Board noted that the LAA Refresh had been completed and outstanding targets addressed. Discussions continue with Government in relation to repeat victims for domestic violence but a solution is in sight.

The main discussion topic was community engagement, following on from consideration of the new corporate framework; the appointment of a Crime and Justice Co-ordinator and the duty to engage. In addition, the Board had NI 21 (perceptions of how the Council and Police are dealing with crime and disorder locally) as one of its LAA improvement targets. This area of work will be afforded greater priority across all Safer Communities programmes in the coming year. It was agreed that higher quality consultation and understanding of behaviour will be required as well as the adoption of best practice and alternative approaches.

Well-Being Strategic Partnership Board

The Board received a report and presentation setting out the role of the new Community Engagement Framework (CEF) and how it was being developed. Engagement and empowerment were particularly relevant to the Well-Being

agenda and effective engagement with communities could offer real health benefits and help address health inequalities and this should be a primary driver for the CEF.

A presentation was also given on the forthcoming Comprehensive Area Assessment (CAA). In terms of the specific implications for the Well-Being Strategic Partnership Board, the NHS World Class Commissioning framework would be aligned to the CAA and that the NHS would be assessed against this. The respective Ofsted and Care Quality Commission inspections of Adult Learning and Adult Social Care would also be considered within the CAA.

The implications of the Deprivations of Liberty Safeguards, which formed part of the Mental Capacity Act 2007 and will come into force in April 2009, were discussed. These measures were intended to prevent arbitrary decisions being made that would deprive vulnerable people in hospital and care homes of their liberty. Under the new partnership arrangements Local Authorities and Primary Care Trusts would be able to carry out any of their functions on each others behalf.

An update was provided on the HariActive programme, which contributed to four of the LAA National Indicators within the Board's responsibility. It was noted that proxies were now being formed to measure targets that had an annual indicator.

The Board received a report that provided an update on progress in relation to the Joint Strategic Needs Assessment (JSNA). The first phase of the JSNA had been published in August 2008 and four underpinning needs assessments were currently being undertaken. A Steering Group had been established to guide the JSNA.

A verbal update in relation to the Area Based Grant and it was suggested that additional ways of engaging small organisations should be considered. There was agreement that the Board should develop a commissioning model to provide clarity and consistency.

The Board received updates from partners on the current economic outlook for their respective organisations.

Appendices

None.

This page is intentionally left blank