



## NOTICE OF MEETING

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## HARINGEY STRATEGIC PARTNERSHIP BOARD

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THURSDAY, 5TH NOVEMBER, 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 received 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 10 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 required with respect to those items.

**4. MINUTES (PAGES 1 - 12)**

To confirm the minutes of the meetings held on 23 June and 23 September as correct records.

**DISCUSSION ITEM:**

**5. UPDATE ON HARINGEY'S RESPONSE TO THE RECESSION (PAGES 13 - 34)**

**BUSINESS ITEMS:**

**6. NEW DEAL FOR COMMUNITIES SUCCESSION PLAN (PAGES 35 - 102)**

**7. LOCAL AREA AGREEMENT PERFORMANCE UPDATE (PAGES 103 - 126)**

**INFORMATION ITEMS:**

**8. HARINGEY'S COMMUNITY ENGAGEMENT FRAMEWORK: DELIVERY PLAN (PAGES 127 - 136)**

**9. THEMATIC BOARD UPDATES (PAGES 137 - 142)**

**10. NEW ITEMS OF URGENT BUSINESS**

To consider any new items of Urgent Business raised under Item 2 above.

**11. ANY OTHER BUSINESS**

To raise any items of AOB.

**12. DATES OF NEXT MEETINGS**

To note the dates of future HSP meetings set out below:

- 6pm, 21 January 2010, Civic Centre
- 6pm, 25 March 2010, Civic Centre

**Ken Pryor**  
**Deputy Head of Local Democracy**  
London Borough of Haringey  
River Park House  
225 High Road Wood Green  
London  
N22 4QH

**Xanthe Barker**  
**Principal Committee Coordinator**  
Tel: 020 8489 2957  
Email: [xanthe.barker@haringey.gov.uk](mailto:xanthe.barker@haringey.gov.uk)

28 October 2009

Organisation (s)	No. of reps	Name of Representative
Haringey Council	5	<b>Cllr. Claire Kober</b> , Leader of the Council ( <b>Chair</b> ) <b>Dr Ita O'Donovan</b> , Chief Executive <b>Cllr. Kaushika Amin</b> , Cabinet Member <b>Cllr. Nilgun Canver</b> , Cabinet Member (Enforcement and Safer Communities) <b>Cllr. Lorna Reith</b> , Deputy Leader and Cabinet Member (Children and Young People)
NHS Haringey	2	<b>Richard Sumray</b> , Chairman <b>Tracey Baldwin</b> , Chief Executive
Haringey Council/NHS Haringey	1	<b>Eugenia Cronin</b> , Director of Public Health
Barnet, Enfield & Haringey Mental Health Trust	1	<b>Maria Kane</b> , Chief Executive
London Fire Brigade	1	<b>John Brown</b> , Borough Commander Haringey
Metropolitan Police	1	<b>Dave Grant</b> , Chief Superintendent
Job Centre Plus	1	<b>Walter Steel</b> , External Relations Manager
Middlesex University	1	<b>Lucille Allain</b> , Director of Social Programmes
Learning and Skills Council	1	<b>Yolande Burgess</b> , Partnerships Director
College of North East London	1	<b>Paul Head</b> , Principal of CONEL ( <b>Vice-Chair</b> )
Registered Social Landlords	1	<b>TBC</b>
Homes for Haringey	1	<b>Michael Jones</b> , Chair of Homes for Haringey
Community Link Forum	6	<b>John Egbo</b> <b>Derma Ioannou</b> <b>Reverend Nims Obunge</b> <b>Martha Osamor</b> <b>Faiza Rizvi</b> <b>Michelle Stokes</b>
HAVCO	1	<b>Robert Edmonds</b> , Chair of HAVCO
Haringey Youth Council	2	<b>TBC</b>
The Bridge New Deals for Communities (NDC)	1	<b>Lorne Horsfoth</b> Chair of the NDC
Thematic Board Representatives	5	<b>Cllr Brian Haley</b> , BPP representative <b>Peter Lewis</b> , CYPSPB representative <b>Cllr John Bevan</b> , IHB representative <b>TBC</b> , EPB representative <b>Rev Nims Obunge</b> , SCEB representative <b>Cllr Dilek Dogus</b> , WBSPP representative
2 MP's and 1 GLA representative	3	<b>David Lammy</b> , MP for Tottenham <b>Lynne Featherstone</b> , MP for Hornsey and Wood Green <b>Joanne McCartney</b> , GLA AM for Haringey and Enfield
<b>TOTAL</b>	<b>35</b>	

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**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)**  
**TUESDAY, 23 JUNE 2009**

**Present:** Councillor Claire Kober (Chair), Tracey Baldwin, Chris Barclay, John Councillor John Bevan, John Brown, Yolande Burgess, Councillor Nilgun Canver, Eugenia Cronin, Robert Edmonds, John Egbo, Paul Head, Peter Lewis, Joanne McCartney, Dr Ita O'Donovan, Martha Osamor, Councillor Lorna Reith, Faiza Rizvi, Michele Stokes and Richard Sumray.

**In Attendance:** Xanthe Barker, Jackie Barry-Purssell, Janet Capstick, Mary Connolly, Tim Dauncey, Marc Dorfman, Penny Fisher, Patrick Jones, Sharon Kemp, Wayne Longshaw, Eve Pelekanos, Helena Pugh, Philip Pullen and Naeem Sheikh.

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>	<b>ACTION BY</b>
<b>HSP154.</b>	<p><b>APOLOGIES</b></p> <p>Apologies for absence were received from the following:</p> <p>Dave Grant                    -Chris Barclay substituted  Derma Ioannou  Michael Jones  David Lammy MP  Walter Steel</p>	
<b>HSP155.</b>	<p><b>URGENT BUSINESS</b></p> <p>The Board was provided with an update in relation to the measures that were being taken to address Swine Flu.</p> <p>It was noted that Swine Flu was now classed as a pandemic by the World Health Organisation. Although the illness had spread rapidly it was not as severe as initially feared and those effected generally recovered well without needing to be admitted to hospital.</p> <p>The Board would receive further updates as the situation developed.</p> <p><b>RESLOVED:</b></p> <p>That the update provided be noted.</p>	All to note
<b>HSP156.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>No declarations were made.</p>	
<b>HSP157.</b>	<p><b>MINUTES</b></p> <p>With regard to minute HSP141 it was noted that concern had been raised at the previous meeting, in relation to population projections and</p>	

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	<p>the need to gain a better understanding of these, both in terms of the picture in Haringey the wider London context. This was particularly important in forming the Partnership's response to the Recession.</p> <p>This point was noted my members of the Board.</p> <p><b>RESOLVED:</b></p> <p>That the minutes of the meeting held on 27 April 2009 be confirmed as a correct record.</p>	Director of Public Health
<b>HSP158.</b>	<p><b>APPOINTMENT OF CHAIR FOR 2009/10</b></p> <p><b>RESOLVED:</b></p> <p>That Councillor Claire Kober be confirmed as Chair of the Haringey Strategic Partnership for 2009/10.</p>	
<b>HSP159.</b>	<p><b>APPOINTMENT OF VICE-CHAIR</b></p> <p><b>RESOLVED:</b></p> <p>That Paul Head be appointed as Vice-Chair of the Haringey Strategic Partnership for 2009/10.</p>	
<b>HSP160.</b>	<p><b>CHAIR'S ANNUAL STATEMENT</b></p> <p><b>RESOLVED:</b></p> <p>That the Chair's Annual Statement be noted.</p> <p><i>(A copy is appended to these minutes).</i></p>	
<b>HSP161.</b>	<p><b>CONFIRMATION OF TERMS OF REFERENCE AND MEMBERSHIP: 2009/10</b></p> <p>The Board considered a report presenting its Terms of Reference and Membership for confirmation.</p> <p>It was noted that on the 16 June Council's Cabinet had appointed three Cabinet Members to the HSP for 2009/10:</p> <ul style="list-style-type: none"> <li>• Councillor Nilgun Canver</li> <li>• Councillor Matt Cooke</li> <li>• Councillor Lorna Reith</li> </ul> <p>The agencies included within the list remained the same.</p> <p>There was agreement that wording contained within the Terms of Reference, with respect to the attendance of meetings, should be revised to reflect that Members of the Board were expected to give apologies for no more than two consecutive meetings in any twelve month period, without sending an appropriate substitute.</p>	HSP Manager



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	<p>It was noted that there should be a balance between positive areas of work and those where further work was required. Although there were significant areas of challenge for the Partnership this should not overshadow the good work and progress that had been achieved.</p> <p><b>RESOLVED:</b></p> <p>That the verbal report be noted.</p>	
<p><b>HSP164.</b></p>	<p><b>UPDATE FROM THE RECESSION TASK GROUP</b></p> <p>The Board received a report that provided an update on work being carried out by the Recession Taskforce.</p> <p>Apologies were given for the omission of Appendix 1, referred to in the report and the Board was advised that this would be circulated separately.</p> <p>It was noted that the first meeting of the Taskforce had taken place on 3 June and that this had been attended by a range of representatives from across the Partnership. A Recession 'Dashboard', which contained statistical information drawn from across a number of areas, provided a broad picture of the impact that the recession was having upon Haringey. This was now being shared across Partner organisations and would form an important tool for the Taskforce.</p> <p>The Board was advised that the Government had recently announced that £30M was being made available for public authorities to bid for job creation programmes. The Taskforce would be identifying opportunities in Haringey to take up this offer.</p> <p>At the previous HSP meeting the Board had been advised that options around the establishment of a Credit Union were being considered. This work was progressing and the Recession Taskforce would receive a presentation on progress at its next meeting.</p> <p>The Board was advised that NHS Haringey was constructing business cases for community based health projects. At present posts for sixteen Health Workers, who would be community based and would provide information on health and well being. In addition health equality audits continued to be carried out and these would be used as a tool to highlight areas of need.</p> <p>It was noted that the Government Office for London (GOL) was carrying out work with respect to the establishment of Credit Unions and there was agreement that officers from the Council's Regeneration Team should contact GOL to discuss this further.</p> <p><b>RESOLVED:</b></p> <p>i. That the report be noted.</p>	<p>Business and Enterprise Policy Officer</p> <p>All to note</p> <p>Business and Enterprise Policy Officer</p>



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	<p>ii. That officers from the Council's Regeneration Team should contact GOL to discuss the establishment of Credit Unions.</p>	
<p><b>HSP165.</b></p>	<p><b>IMPLEMENTATION OF HARINGEY CHILDREN'S TRUST</b></p> <p>The Board received a report with respect to the establishment of a Children's Trust, which would form part of the HSP structure and replace the former Children and Young People's Strategic Partnership Board (CYPSP).</p> <p>It was noted that the Trust had met on 19 May and had agreed its Terms of Reference, Membership and the format for its three Sub Groups. The Children's Trust Executive Performance Management Group (EPMG), which would take an overview of performance and agenda planning, had been established and was due to meet on 24 June.</p> <p>In response to concerns that the size of the Trust would inhibit its ability to work effectively the Board was advised that the Membership had been reviewed with a view to reducing its size. However, as new legislation was expected in relation to the membership of Children's Trusts, it had been decided that the membership should remain relatively broad until guidance was received.</p> <p>There was agreement that there should be a six month review of the Terms of Reference, rather than a twelve month review as set out in the report.</p> <p>It was noted that as the Sub Groups developed members of the Trust may feel that it was more appropriate to take up places on these bodies and therefore there may be a natural reduction in its size.</p> <p>Clarification was sought as to how the Trust and the role of its members differed to that of the CYPS and it was noted that each partner organisation, regardless of its size, would share equal accountability for delivering the Trusts work. The document contained a section describing the difference that the Trust would make and the new legislation around the Trust was also likely to clarify the role of trustees.</p> <p>In terms of the relationship between the EPMG and the HSP Performance Management Group (PMG) in order to ensure that the PMG could hold the EMPG to account there would be no cross membership. Therefore second tier officers had been nominated to sit on the EPMG by the statutory organisations with places on both groups</p> <p>The Board discussed the role of the Local Safeguarding Children Board (LSCB) and the relationship between this and the Children's Trust. It was noted that there would be an element of scrutiny between the bodies. However, they had separate roles to perform and therefore there would be no duplication.</p>	<p>Interim Director of Special Projects</p>

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	<p><b>RESOLVED:</b></p> <p>That the proposals with respect to the implementation of the Haringey Children's Trust, as set out in the report and protocol, be approved subject to a review being carried out after six months, rather the twelve months, as set out in the report.</p>	Interim Director of Special Projects
HSP166.	<p><b>HARINGEY'S INFORMATION SHARING PROTOCOLS</b></p> <p>The Board considered a report that provided an update on the work being undertaken to improve Information Sharing Protocols (ISPs).</p> <p>The Board was reminded that the JAR Action Plan had recommended that the Partnership Framework for information sharing should be improved and developed. To address this, an officer working group consisting of representatives from the statutory organisations, had been formed to identify consider how the respective information sharing arrangements could be aligned to the Information Commissioners model of best practice.</p> <p>It was confirmed that provision was being made to include the services delivered by the Voluntary Sector.</p> <p>It was contended that information relating to young people at risk of Anti Social Behaviour (ASB) would need to be held in one area. In response the Board was advised that as the issue was pertinent to many areas it would need to be addressed across the partnership.</p> <p>In terms of ensuring that personal data was not shared inappropriately the Board was advised that the Information Commissioner had set protocols around this and that training would be provided on a multi agency basis.</p> <p>The Board was advised that officers had attended a pan London group that had been formed to look at information sharing across Boroughs. Work was also being carried out around the establishment of cross Borough agreements and progress would be reported to the Board.</p> <p>It was noted that, as the framework was developed, there would be provision for feeding information down through organisations. There was a general consensus that some of the practices already used by Chief Officers in terms of sharing information should be systemised and built upon.</p> <p>It was suggested that, as the framework developed it may be useful if multi agency meetings were held, where information could be shared.</p> <p><b>RESOLVED:</b></p> <p>i. That the overarching position statement, as set out in the report, be agreed.</p>	

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	<p>ii. That the three existing ISPs should be revised in line with the Information Commissioner's Office model protocol template.</p> <p>iii. That a presentation should be received at the next HSP meeting on the revised protocols.</p>	Assistant CE PPP&C
<p><b>HSP167.</b></p>	<p><b>LOCAL AREA AGREEMENT END OF YEAR PERFORMANCE REPORT: 2008/09</b></p> <p>The Board received a report that provided an overview of performance against Local Area Agreement (LAA) targets at the end of 2008/09.</p> <p>The Board was advised that at the end of 2008/09 forty-two were rated as either Green or Amber and twelve were rated as Red. An additional twenty-six could not be assessed at present as the data was not available at present.</p> <p>It was noted that the HSP PMG was reviewing the way it managed performance with a view to increasing dialogue with Thematic Board Chairs. This was intended to improve the focus on areas of underperformance and identifying measures to address these.</p> <p>The performance reports received by the PMG would also focus on exception reporting with more detailed information being included with regard to the remedial actions being taken by the Thematic Boards.</p> <p>The Board discussed how reward money attached to the achievement of Stretch Targets contained within the 2007 LAA would be distributed. There was agreement that the PMG should consider options for its use and present proposals to the HSP to consider at its next meeting.</p> <p><b>RESOLVED:</b></p> <p>i. That the performance and the remedial actions being taken to address areas of under performance be noted.</p> <p>ii. That progress against the 2007 LAA Stretch Targets be noted.</p> <p>iii. That the PMG should consider options for Stretch Target Reward funding and report back to the HSP to consider at its next meeting.</p>	Assistant CE PPP&C / Head of Policy and Performan ce
<p><b>HSP168.</b></p>	<p><b>THEMATIC BOARD UPDATES</b></p> <p>The Board considered a report that provided a summary of the work streams, activities and recent decisions taken by each of the Thematic Boards during the last cycle of meetings.</p> <p>The following updates were provided:</p> <p><b>Integrated Housing Board</b></p>	

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	<p><u>Tour of Decent Homes Works in Haringey -27 June</u></p> <p>The Board was advised that a tour was being arranged of the Decent Homes works being carried out in the Borough on 27 June. Details would be circulated to members of the Board following the meeting.</p> <p>It was requested that the HSP PMG should review how often information reports and presentations were submitted to each Thematic Board as these often took up a large part of the meetings.</p> <p><b>RESLOVED:</b></p> <ol style="list-style-type: none"> <li>i. That the report and additional updates provided be noted.</li> <li>ii. That the HSP PMG should review how often information reports and presentations were submitted to each Thematic Board.</li> </ol>	<p>All to note</p> <p>Assistant CE PPP&amp;C Assistant CE PPP&amp;C</p>
<p><b>HSP169.</b></p>	<p><b>NEW ITEMS OF URGENT BUSINESS</b></p> <p>No new items of Urgent Business were raised.</p>	
<p><b>HSP170.</b></p>	<p><b>ANY OTHER BUSINESS</b></p> <p><u>Week of Peace -20 to 27 September 2009</u></p> <p>It was noted that the theme for the Week of Peace, being held from 20 to 27 September, would be Unity.</p>	<p>All to note</p>
<p><b>HSP171.</b></p>	<p><b>DATES OF FUTURE MEETINGS</b></p> <p>The Board was asked to note the following dates of future meetings and was advised that an additional date was being arranged for late September to consider the CAA results.</p> <ul style="list-style-type: none"> <li>• September 2009 *</li> <li>• 5 November 2009</li> <li>• 21 January 2010</li> <li>• 25 March 2010</li> </ul> <p><i>* The date of this meeting will be confirmed shortly.</i></p>	

COUNCILLOR CLAIRE KOBER

Chair

The meeting closed at 8.10pm.

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)  
WEDNESDAY, 23 SEPTEMBER 2009**

**Present:** Councillor Claire Kober (Chair), Tracey Baldwin, Chris Barclay, John Brown, Councillor John Bevan, Yolande Burgess, Eugenia Cronin, Markos Chrysostomou, Councillor Brian Haley, Paul Head (Vice-Chair), Derma Ioannou, Dr Ita O'Donovan, Martha Osamor, Councillor Lorna Reith, Faiza Rizvi, Richard Sumray and Walter Steel.

**In Attendance:** Xanthe Barker, Mary Connolly, Wayne Longshaw, Eve Pelekanos, Helena Pugh.

<b>MINUTE NO.</b>	<b>SUBJECT/DECISION</b>	<b>ACTION BY</b>
<b>HSP174.</b>	<p><b>APOLOGIES</b></p> <p>Apologies for absence were received from the following:</p> <p>Councillor Kaushika Amin  Councillor Nilgun Canver  Robert Edmonds - Markos Chrysostomou substituted  John Egbo  Lynne Featherstone MP  Dave Grant -Chris Barclay substituted  Lorne Horsforth  Michael Jones -Jackie Thomas substituted  David Lammy MP  Pastor Nims Obunge</p>	
<b>HSP175.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>No declarations were made.</p>	
<b>HSP176.</b>	<p><b>COMPREHENSIVE AREA ASSESSMENT: FEEDBACK FROM AUDIT COMMISSION</b></p> <p>The Board received a presentation from Jackie Barry-Pursell and Christine Moody of the Audit Commission, on the findings of the draft Area Assessment.</p> <p>A briefing note was tabled that provided an overview of the draft findings.</p> <p>Following the presentation the Board was advised of the next steps in terms of finalising the Area Assessment and publication.</p> <p>It was noted that there would be a meeting between the Audit Commission and Council officers leading on the Area Assessment during the next week to discuss any areas of concern arising from the draft Area Assessment. On the 19 October the Council would formally received the findings of the Area Assessment, the Organisational Assessment and the Use of Resources evaluation.</p>	

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There would then be a period of just over seven weeks before the Area Assessment was published on the Audit Commission's website on 10 December 2009.

The Board discussed the draft Area Assessment and questions were put to the Audit Commission representatives.

In response to a query, relating to the period of time covered by the Area Assessment, the Board was advised that although the timeline for CAA began in April 2009, some of the data gathered may be up to two years old. Conclusions set out in the document had been drawn after looking at this range of data in the round.

Concern was raised with respect to some of the language used within the document and it was suggested that reference to an 'emerging Red Flag' with respect to Children's Services should be removed until Ofsted's assessment had been received.

It was also suggested that NHS Haringey should liaise with the Audit Commission to re-word parts of the document relating to 'Economic Vitality and Prosperity Shared by All' in order to reflect the recent improvement in figures and the action being taken to reduce instances of teenage pregnancy and the recruitment of health visitors.

In terms of improving skills levels it was noted that the Council actively encouraged the organisations it worked with to use apprentices and it was requested that this was reflected in the document. The Council had also provided additional funding to support the Citizens Advice Bureaux to enable it to meet the increased demand for information received from people affected by the change in economic climate.

It was noted that further information, specific to the role of the Council, may fit better within the Organisational Assessment also undertaken by the Audit Commission.

There was agreement that partners should advise the Council's Assistant Chief Executive, Policy, Partnerships, Performance and Communications, of any areas where they considered additional information should be submitted to the Audit Commission.

A demonstration of the Audit Commission's new website 'My Place' was given. The Board was advised that this would provide a tool for members of the public to obtain information regarding how Local Authorities performed in certain areas.

Following the demonstration members of the Board put questions to Christine Moody of the Audit Commission.

The Board was advised that information relating to 'Value for Money' would be contained within the Use of Resources evaluation. This would also be published on the website.

Ass CE  
PPP & C

**MINUTES OF THE HARINGEY STRATEGIC PARTNERSHIP BOARD (HSP)  
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	<p>In response to a query the Board was advised that the site's search engine would enable searches to be carried out both by theme and by the flagging system used to indicate areas of innovation and concern. All of the information published would make reference to the date of when it was obtained. Links to the organisations referred to would also be provided.</p> <p>The Board was advised that when updates were made these would be undertaken across each area at the same time. This would provide consistency and ensure that members of the public were provided with a rounded view of the Borough.</p> <p>In conclusion the Board was reminded that the website would be launched on 10 December.</p>	
<p><b>HSP177.</b></p>	<p><b>ANY OTHER BUSINESS</b></p> <p>None.</p>	
<p><b>HSP178.</b></p>	<p><b>DATES OF FUTURE MEETINGS</b></p> <p>The dates of HSP meetings for the remainder of 2009/10 were noted:</p> <ul style="list-style-type: none"> <li>• 5 November 2009</li> <li>• 21 January 2010</li> <li>• 25 March 2010</li> </ul>	

The meeting closed at 7.15pm.

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**Meeting:** Haringey Strategic Partnership

**Date:** 5 November 2009

**Report Title:** Update on Haringey's Response to the Recession

**Report of:** Marc Dorfman, Assistant Director of Planning and Regeneration

### **Purpose**

The purpose of this report is to update the strategic partnership on the key indicators of the recession in Haringey and the development of an action plan to respond to the recession in the borough.

### **Summary**

#### The latest Position

The report sets out the findings of the latest update of the recession (the fourth update) and the development of an action plan to respond to the recession in the borough. Analysis of the latest update of the recession dashboard (October) shows that two stand out indicators, which help tell the narrative of the impact of the recession in Haringey, to be the JSA claim rate and average house prices. Both indicators are available on a monthly basis and with comparison data at local, regional and national levels; they are both datasets that will respond quickly to economic conditions.

#### JSA Claim rates

The long trends for JSA claim rates in the borough show that historically, claim rates in Haringey have been 2-2.5% higher than the average for London and England. This is understandable in the context of the levels of deprivation experienced in the north east of the borough and in particular the Northumberland Park and White Hart Lane wards. Over a quarter of the super output areas in the borough are within the 10% most deprived nationally. Latterly, as the economic downturn lead to recession, all trends for JSA claim rates have pointed up. However, the figures for Haringey have been less severe relative to London and England. Increasing by 36% since May 2008, compared to 42% in London and 47% across England. The increase in the number of JSA claimants is also amongst the lowest in London, although the absolute number of claimants in the borough remains amongst the highest in the capital.

The borough's internal trends are also of interest, showing that whilst the JSA claim rate in the Tottenham parliamentary constituency have increased by 50% since May 2008, the rate in the Hornsey and Wood Green constituency

has increased by 70% for the same period. It is important to note that despite the higher increase in claim rates overall the absolute number of claimants in Tottenham (5,886) remains higher than in Hornsey and Wood Green (4,004). This information is indicative of how this recession has impacted upon professional sectors and in particular the financial services sector, where we know through commuter patterns that there are many residents from the Muswell Hill and Crouch End neighbourhoods working in the square mile.

#### Average House Prices

Based upon Land Registry data, all local, regional and national trends show growth in average house prices up until early spring 2008, when they peaked and began to shrink at around the same rate that they rose. For Haringey the market peaked at just under £367,000 in March 2008, for London and England they peaked in February 2008 at £356,000 and £184,000 respectively. The decline in the market continued until late winter 2009, where figures appear to have bottomed out and in Haringey's case, tentatively grow again. These dates correspond with, in the first instance the fallout of the Northern Rock collapse and its ultimate impact upon the availability of mortgages and repossessions, and secondly the slight recovery is timed with the fiscal stimulus packages being agreed across the G20 nations, recovering confidence within the markets and talk of increased lending in the mortgage market.

Overall Haringey average house prices are consistent with the London average, for much of the downturn the average price was higher than London, but August 2009 figures are slightly below the London average. Average house prices for England are consistently over £100,000 less than in London. Looking at Haringey's performance, tells us that a) housing stock in Haringey is still (on average) in demand and b) that the net result of transactions in the borough has not been erratic enough during the recession to suggest anything other than relative stability.

#### Other indicators

In addition to the JSA claim rate and average house prices, there are other indicators that have been monitored on the recession dashboard, which give an insight into the state of the borough. Many of these indicators are updated annually or quarterly and therefore don't portray the latest picture, but by the next update they will become increasingly informative. They include:

- The ILO unemployment rate (model based) – 9.7% for the period April 2008 to March 2009, which is an increase from 9% in the previous period and still higher than London (7.4%) and England (6.2%).
- Eligibility for Free School Meals – for the year 2009/10, 31% of the primary school roll and 35% of the secondary school roll have been assessed as eligible for free school meals. The most up to date comparative data provided, shows the London averages for 2008 to be 24.3% (Secondary) and 22.5% (Primary).
- County court records show that between Q3 2008 and Q2 2009, 3.6 in every 1,000 households have been handed down a court order in relation to mortgage repossessions and 12.8 in relation to landlord

repossessions of privately rented homes. in the case of mortgage repossessions, Haringey is lower than the London and England averages at 3.9 and 4 per 1,000 households respectively. For Landlord repossessions, Haringey is almost twice as high as the London average (7.4) and almost three times as high as the England average (4.3).

- Construction industry figures, available until October 2008, show that whilst the price of steelwork and the general cost of building has increased, the rate of increase is slowing. In London at the end of 2008, the cost of building index was 28 points higher at 206 compared to 178 nationally.
- During the same period, the value of new orders for contractors has declined rapidly from over £50bn nationally in 2007 to less than £42bn in 2008. The largest declines in orders were in the private housing and private commercial sectors – both falling by around 50% during 2008. This decline is despite an increased demand for infrastructure projects and both private and social rented sector housing. In London the value of new orders fell from £9bn in 2007 to £8.7bn in 2008, with housing and private commercial again the weakest performing sectors.

### Conclusions

From the available data we can draw the conclusion that the residents and the economy of Haringey have not suffered any more adversity than the rest of London or England, as a result of the recession, perhaps even showing a degree of resilience. Nationally there are signs of improvement despite the continuing contraction of GDP. However there are two notes of caution, firstly in many cases the latest data is not available and therefore we are not seeing the complete picture. Secondly it is increasingly expected that the full impacts of the recession on employment will not be known until after the next government Spending Review and the general election next spring.

### Next Steps

The analysis presented above helps agencies within the strategic partnership understand the impact of the recession in the borough, but it is how we use this analysis to respond to the recession that is important. An action plan is required that demonstrates clear links with the findings of the above analysis. This work has already begun.

The credit crunch 10pt plan was published in January 2009 and we have met or are meeting all 10 objectives. An action plan has been drafted, expanding from the original 10 actions to a total of 20 actions, this has formed the basis of presentations to area assemblies. This action plan should be consolidated into a formal partnership approach with ownership, resources, timescales assigned to addressing the analysis of the recession indicators. This would enable us to better plan and target use of resources on the projects that are making the biggest impact.

### **Legal/Financial Implications**

There are no direct legal and financial implications arising.

**Recommendations**

The board are asked to note the contents of this report and to the work going forward to improve and refine the recession dashboard and the recession action plan.

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**Appendices**

- Appendix A – Recession Dashboard
- Appendix B – Draft Action Plan

HARINGEY RECESSION DASHBOARD OCTOBER 2009

Indicator	Frequency	Data Provider/ Officer	HARINGEY (GLOBAL where no comp)			LONDON			ENGLAND			Commentary	
			Previous data	Latest data	Trend	RAG	Previous data	Latest data	Trend	RAG	Previous data		Latest data
Sports and Leisure facilities - usage	Annual	Recreation Services	1,179,584 (2008/09)	373,000 (to June 09)	↔	Green							There were over 1.2 million users of leisure facilities in 2008/09, compared to over 900,000 in 2007/08
Usage of public libraries per 1,000 pop	Monthly with a 1 month time lag	John Morris Diana Edmonds	9,528 (2008/09)	9,435 (Year to June 09)	↔	Green							The target number of users per 1,000 population for 2009/10 is 9000 and the average for the year to date is above this.
Working age employment rate	Quarterly (based on 4 quarter average) with a 6 to 8 month time lag	ONS/Nomis Ambrose Quashie	63.7% (Jan 2008 to Dec 2008)	62.2% (Mar 2008 to Apr 2009)	↔	Red	70.4% (Jan 2008 to Dec 2008)	70.1% (Mar 2008 to Apr 2009)	↔	Amber	74.2% (Jan 2008 to Dec 2008)	74% (Mar 2008 to Apr 2009)	In the year to December 2008 the employment rate in Haringey was 63.7%, down a rate of 65.9% in the previous year. Haringey's employment rate remains below the London (70.4%) and England (74.2%) averages.
ILO unemployment rate	Quarterly (based on 4 quarter average) with a 6 to 8 month time lag	ONS/Nomis Ambrose Quashie	9% (Jan 2008 to Dec 2008)	9.7% (Mar 2008 to Apr 2009)	↔	Red	6.9% (Jan 2008 to Dec 2008)	7.4% (Mar 2008 to Apr 2009)	↔	Red	5.8% (Jan 2008 to Dec 2008)	6.3% (Mar 2008 to Apr 2009)	In the year December 2008 the ILO unemployment rate in Haringey was 7.3%, down from a rate of 8.4% in the previous year. However, it should be noted that the economic inactivity rate (i.e. people not actively seeking work) in Haringey increased from 28.0
Out of work benefits claim rate (Haringey)	Quarterly with a 6 month time lag	ONS/Nomis Ambrose Quashie	18.5% (November 2008)	19.3% (February 2009)	↔	Amber	14.3% (November 2008)	15.1% (February 2009)	↔	Amber	14.2% (November 2008)	15.3% (February 2009)	In the year to August 2008, the out of work benefits claim rate in Haringey was 16.8%, down from a rate of 17.6% a year ago. On an annualised basis, this is the lowest the out of work benefits claim rate has been in Haringey since comparable records began
Claimant count unemployment	Monthly with a 1 month time lag	ONS/Nomis Ambrose Quashie	6.2% (Aug 2009)	6.3% (Sep 2009)	↔	Amber	4.4% (Aug 2009)	4.5% (Sep 2009)	↔	Amber	4.2% (Aug 2009)	4.2% (Sep 2009)	At July 2009, 6.1% of Haringey's working age population was claimant count unemployed, up from a rate of 4.2% a year ago. This is the highest this rate has been since September 2000. It should be noted that the welfare reform changes affecting lone parent
Incapacity Benefits claim rate	Quarterly with a 6 month time lag	ONS/Nomis Ambrose Quashie	7.6% (Nov 2008)	7.6% (Feb 2009)	↔	Amber	6.0% (Nov 2008)	6.0% (Feb 2009)	↔	Amber	6.6% (Nov 2008)	6.6% (Feb 2009)	At February 2009, the Incapacity Benefits claim rate in Haringey was 7.6%, down from a rate of 7.7% per cent a year ago. On an annualised basis this is the lowest the Incapacity Benefits claim rate has been in seven years. However, it should be noted that
New business registration rate (VAT and PAYE) - per 10,000 working age pop	Annually with an 1 year time lag	ONS/Nomis Patrick Jones	82.1 (2008)	83.1 (2007)	↔	Green	78.9 (2008)	104.8 (2007)	↔	Green	54.8 (2006)	64.2 (2007)	The available data show that Haringey lags behind the Barnet average but has remained consistently above the Enfield and North London averages.
Number of apprenticeships within the borough	Annually	Economic Regeneration	23 (2008)	63 (2009 YTD)	↔	Green			↔	Green			The council is seeking to increase the number of apprenticeship places to 25 in 2009/10. This is part of a London wide target of 2,000 over two years.
Percentage of school roll eligible for free school meals.	Quarterly	Education Avi Becker	Primary - 30.8% Secondary - 34.1% (2008)	Primary - 31.2% Secondary - 35.3% (2009)	↔	Amber	Primary - 24.3% Secondary - 22.5% (2008)		N/A		N/A	n/a	Of 148 ranked authorities, Haringey is in the top 10 highest percentages for both primary and secondary school enrollments. Overall rates of eligibility are higher than the London average, but lower than the inner London average.
Mortgage possession claims leading to an order (Edmonton county court, Haringey figures)	Quarterly	County court records/Ministry of Justice	346 (Q3 2007 - Q2 2008)	345 (Q3 2008 - Q2 2009)	↔	Amber	13,752 (Q3 2007 - Q2 2008)	12,515 (Q3 2008 - Q2 2009)	↔	Green	94,589 (Q3 2007 - Q2 2008)	85,130 (Q3 2008 - Q2 2009)	Statistics are now available on a Local Authority basis. The last 4 quarters show that across all comparison areas, claims leading to an order have decreased. Haringey is close to the average for London, but since 2001 orders in Haringey have averaged around 5% of the total number of orders in London. Figures peaked in 2008.
Landlord possession claims leading to an order (Edmonton county court, Haringey figures)	Quarterly	County court records/Ministry of Justice	1,518 (Q3 2007 - Q2 2008)	1,230 (Q3 2008 - Q2 2009)	↔	Green	24,143 (Q3 2007 - Q2 2008)	23,660 (Q3 2008 - Q2 2009)	↔	Amber	95,439 (Q3 2007 - Q2 2008)	91,622 (Q3 2008 - Q2 2009)	Statistics are now available on a Local Authority basis. The last 4 quarters show that across all comparison areas, claims leading to an order have decreased. Haringey is slightly above the average for London, but since 2003 orders in Haringey have averaged around 3% of the total number of orders in London. Figures peaked in 2008.
Average house prices for Haringey	Monthly	Land Registry online	£342,428 (Aug 08)	£304,391 (Aug 09)	↔	Amber	£331,197 (Aug 08)	£310,640 (Aug 09)	↔	Amber	£172,203 (Aug 08)	£155,988 (Aug 09)	This is a 13.5% drop in 12 months, which is higher than the drop in London prices (12.5%) but lower than England (14%). However Haringey prices began to recover in March 09, whereas London and England recovery only began this month.
Price of steelwork per tonne	Quarterly	Dept Business Innovation and Skills	£170 (Oct 2007)	£190 (Oct 2008)	↔	Green	NOT AVAILABLE		↔	Green			
Construction - general building cost index	Quarterly	Dept Business Innovation and Skills	170 (Oct 2007)	178 (Oct 2008)	↔	Green	197 (Oct 07)	206 (Oct 08)	↔	Green			
Construction - new orders	Quarterly (benchmarking data is annual)	Dept Business Innovation and Skills	£11.5bn (Q4 2007)	£8.2bn (Q4 2008)	↔	Red	£9bn (2007)	£8.7bn (2008)	↔	Amber	£25.5bn (2007)	£36bn (2008)	
Number of recorded serious acquisitive crimes (per 1,000 pop)	Monthly	Safer Communities Leo Kearse	7.9 (Q1 2009/10)	17.1 (Q2 2009/10)	↔	Green			↔	Green			Serious Acquisitive Crime has fallen by 4% year on year, just short of the target of 5.5%. The poor performance is driven by Burglary which has not changed year on year and by Theft From Motor Vehicle which is up 4.9% year on year.
Domestic Violence - Number of incidents of domestic violence that result in sanction detections	Quarterly	Safer Communities Peter De Bourg	51.4% (2007/08)	45.3% (to Jan 2009)	↔	Green			↔	Green			
Business rates collection rate	Annual	Benefits and Local Taxation Freddie Grealish	98.2% (Sep 08)	97.6% (Sept 09)	↔	Amber	98.8% (Mar 08)	97.4% (Mar 09)	↔	Red	n/a		Whilst the collection performance appears to have declined in comparison to 2008/09 the difference is due to the take up by ratepayers of the opportunity to extend their instalment arrangements to March 2010, as opposed to the statutory ten monthly scheme. In addition, the deferral scheme offered by the Government has resulted in almost 300 applications being received from business ratepayers.
Net number of Commercial Tenants gained this month.	Per calendar month	Property Services Paul Williamson	+2 (July 09)	+2 (Aug 09)	↔	Green			↔	Green			*Trend compares current month gain / loss with the (rolling) previous year average.
Number of housing/council tax benefits claims	Annual	Benefits and Local Taxation Tim Fisher	37,201 (June 08)	39,016 (June 09)	↔	Amber			↔	Amber			The increase in new claimants is 2.3%.

THIS IS AN INTERNAL APPROACH TO MEASURING THIS INDICATOR. BENCHMARKING DATA NOT AVAILABLE

Council Tax collection rate	Monthly with a 1 month time lag	Benefits and Local Taxation <b>Freddie Grealish</b>	83.3% (Sep 08)	91.9% (Sept 09)	→	Red	95.4% (Mar 08)	95.4% (Mar 09)	↗	Amber						Concerns continue in respect of collection levels. A noted increase in correspondence has been received and this may be attributed to the effects of the recession and difficulties residents have in meeting financial commitments. Efforts continue to ensure those having difficulty make contact at the earliest opportunity so that revised repayment plans may be agreed and advice provided as necessary. Where avoidance of payment is known, the service is considering the use of insolvency and charging order to secure payment. These activities are closely linked to publicity within Haringey People which will continue into February 2010.
Council tax reminders issued		Benefits and Local Taxation <b>Maxine Broadbridge</b>	41,366 (Sept 08)	40,888 (Sept 09)	→	Green	NOT AVAILABLE									The figure also includes the number of Council Tax final notices issued.
Council tax summonses issued		Benefits and Local Taxation <b>Maxine Broadbridge</b>	17,117 (Sept 08)	15,776 (Sept 09)	→	Green	NOT AVAILABLE									
Search fees comparison with same month previous year	Annual	Legal <b>Christine Phillips</b>	£593,401 (2007/08)	£282,728 (2008/09)	N/A	Amber										This data has caveats due to non economy external factors - such as competition from private sector and new legislation.
Planning application fees	Monthly	Planning <b>Dave Whitehead</b>	£484,510 from 1,199 applications (first 6 months of 2008/09)	£326,516 from 1,078 applications (first 6 months of 2009/10)	→	Red										Year to date figures have started to lag behind previous years at the same stage. This is both for fees receipts and number of applications.
Pre-application income	Monthly	Planning <b>Dave Whitehead</b>	£15,615 (16 cases) (2008/09)	£15,200 (9 cases) (2009/10 YTD)	←	Green										Key developments in Tottenham have boosted figures as well as a revision to last years figures and one project being credited to 2009/10.
Building Control income	Monthly	Planning <b>Dave Whitehead</b>	£320,117 from 944 applications (first 6 months of 2008/09)	£350,597 from 701 applications (first 6 months of 2009/10)	↗	Amber										Year to date figures have started to lag behind previous years at the same stage. This is both for fees receipts and number of applications.

KEY



Significant improvement, although it is not necessarily in spite of the current economic climate.  
Small change (positive or negative) and indicator should be monitored in case of more significant movements.  
Significant deterioration, apparently as a result of the current economic climate.

COMMUNITY STRATEGY OUTCOMES



**APPENDIX B**

**Recession Action Plan –September 2009 Update**

<b>SUPPORTING RESIDENTS AND ENTERPRISE:</b>							
<b>SUSTAINABLE COMMUNITY STRATEGY OUTCOME</b>	<b>ACTION</b>	<b>PROGRESS</b>	<b>RELEVANT RECESSION DASHBOARD INDICATOR(S)</b>	<b>GOVERNANCE</b>	<b>RESOURCES</b>	<b>BY WHOM</b>	<b>STATUS</b>
<b>Economic vitality and prosperity shared by all</b>	Maintaining Haringey Guarantee (HG), Families in Work and North London Pledge Programmes	The majority of the new Haringey Guarantee contracts have been agreed and the delivery of this phase has commenced.	Working age employment rate ILO unemployment rate	Enterprise Board (HSP)	Area Based Grant (up to March 2011) LDA funding (up to March 2011)	Martin Tucker, Economic Regeneration (Haringey Council)	In progress
		Delivery of Families into Work is ongoing. To date 59 families have been engaged and the project is on course to engage with another 40 families in this financial year. The project has supported 8 people into work (ahead of schedule), 18 are registered on training courses and 24 have completed CVs, are now considered job-ready and are being helped to identify and apply for job opportunities.  Delivery of the North London Pledge is ongoing. In Haringey in 2008/09, 57 Employment Support interventions leading to a minimum of 23 jobs were profiled to be delivered and we achieved 90 employment	Out of work benefits claim rate (Haringey)  Out of work benefits claim rate in the worst performing neighbourhoods  Claimant count unemployment  Incapacity Benefits claim rate Number of apprenticeships within the borough		LDA-ESF co-financing (up to March 2010)		

SUPPORTING RESIDENTS AND ENTERPRISE:							
SUSTAINABLE COMMUNITY STRATEGY OUTCOME	ACTION	PROGRESS	RELEVANT RECESSION DASHBOARD INDICATOR(S)	GOVERNANCE	RESOURCES	BY WHOM	STATUS
Economic vitality and prosperity shared by all		<p>support outputs, 46 job starts and 29 sustained jobs. 110 Employment Support interventions and 64 jobs will be delivered in 2009/10. Further a single Skills Offer contract has been agreed across the ULV delivering 300 Basic Skills, 200 Other Skills and 75 Level 2 Skills over the lifetime of the programme.</p> <p>£2.5m has been secured from the LDA for the North London Pledge. This will deliver 625 sustained jobs from October 2009 to March 2011.</p>					
	Extend HG to support newly unemployed and new access from up to 40 additional community locations in the Borough	<p>Delivery of the newly unemployed intervention will commence in September 2009. This will also involve a review of the outreach venues from which the Haringey Guarantee operates</p>	<p>Working age employment rate</p> <p>ILO unemployment rate</p> <p>Out of work benefits claim rate (Haringey)</p> <p>Out of work benefits claim rate in the worst performing neighbourhoods</p>	Enterprise Board (HSP)	Area Based Grant (up to March 2011)	Martin Tucker, Economic Regeneration (Haringey Council)	In progress



SUPPORTING RESIDENTS AND ENTERPRISE:							
SUSTAINABLE COMMUNITY STRATEGY OUTCOME	ACTION	PROGRESS	RELEVANT RECEPTION DASHBOARD INDICATOR(S)	GOVERNANCE	RESOURCES	BY WHOM	STATUS
Economic vitality and prosperity shared by all	Closer working relationship/SLA with JCP and Reed in Partnership and preparing for new national £1bn (April budget) Future Jobs Fund	SLA with Reed in Partnership has been ratified by GOL and further discussions around implementation will be held in September. This will enable Haringey Guarantee participants claiming incapacity related benefits to be referred to Reed for job brokerage support.  A Council led Future Jobs Fund bid is being developed at present and the expectation is that this will be submitted in September/October	Claimant count unemployment	Enterprise Board (HSP)	Area Based Grant (up to March 2011)  LDA funding (up to March 2011)	Martin Tucker, Economic Regeneration (Haringey Council)	
			Incapacity Benefits claim rate				
			Number of apprenticeships within the borough				

SUPPORTING RESIDENTS AND ENTERPRISE:							
SUSTAINABLE COMMUNITY STRATEGY OUTCOME	ACTION	PROGRESS	RELEVANT RECEPTION DASHBOARD INDICATOR(S)	GOVERNANCE	RESOURCES	BY WHOM	STATUS
Economic vitality and prosperity shared by all	Expansion of the Haringey Apprenticeship scheme to include the Council, Building Schools for the Future, Decent Homes and other members of the Haringey Strategic Partnership.	The process of expanding the Haringey Apprenticeship Scheme and co-ordinating its potential offerings is underway. The 2 <sup>nd</sup> Apprenticeship Steering group meeting is due this month. Links to the Haringey Guarantee programme and Future Jobs fund are crucial. The number of LBH apprenticeships for 2009/10 (25) is on target, with up to 10 social care apprentices currently being recruited. The numbers of apprenticeships coming from the other "new" partners are still being assembled. Progress is also being made to achieve next year's (2010/11) LBH target of 70.	Number of apprenticeships within the borough Working age employment rate ILO unemployment rate Out of work benefits claim rate (Haringey) Out of work benefits claim rate in the worst performing neighbourhoods Claimant count unemployment Incapacity Benefits claim rate Number of apprenticeships within the borough	Enterprise Board (HSP)		Martin Tucker, Economic Regeneration (Haringey Council)	In progress
	Promotion of Fuel Poverty programme to help those on low incomes pay for adequate heating and	The Fuel Poverty Officer is mailing advice in conjunction with Warm Front (a national scheme) to all residents in			Integrated Housing Board (HSP)		John Mathers, Strategic & Community

<b>SUPPORTING RESIDENTS AND ENTERPRISE:</b>							
<b>SUSTAINABLE COMMUNITY STRATEGY OUTCOME</b>	<b>ACTION</b>	<b>PROGRESS</b>	<b>RELEVANT RECEPTION DASHBOARD INDICATOR(S)</b>	<b>GOVERNANCE</b>	<b>RESOURCES</b>	<b>BY WHOM</b>	<b>STATUS</b>
	energy.	private housing that are in receipt of means tested benefits. Homes for Haringey have recently received a £1.5m grant from the Homes and Communities Agency to provide cavity wall insulation.				Housing (Haringey Council)	
<b>Economic vitality and prosperity shared by all</b>	Promotion of "Claim it" and "Reaping the benefits" campaigns to ensure people get the benefits they are entitled to.	<p>ACCS ran this campaign in September 2008. The local campaign was a subsidiary of a wider national programme to alert people to the benefits they may be eligible for.</p> <p>The Reaping the benefits is ongoing and to date has achieved:</p> <p>2007/08 – £320,190.96 (benefit take up and debts written off)</p> <p>2008/09 - £717,619.54 (benefits and tax credits)</p> <p>2009/10 (up to August 2009) - £275,216.17 (benefits and tax credits)</p>	<p>Number of housing/council tax benefit claims</p> <p>Council Tax collection rate</p> <p>Council tax reminders issued</p> <p>Council tax summonses issued</p>	Well-being Partnership Board (HSP)	Area Based Grant Haringey Council	Bernard Lanigan, ACCS (Haringey Council)  Markos Chrysostomou (Citizen's Advice Bureau)	<p>Claim it – Completed</p> <p>Reaping the benefits – In progress</p>
<b>Economic vitality and prosperity shared by all</b>	Promotion of "Free School Meals" information	Publicising Free School Meals was wrapped up in the work of the Child Poverty Strategy; supporting families in making claims and reviewing take up. A	Percentage of school roll eligible for free school meals	Children's Trust (HSP)	Haringey Council	Janette Karklins, Children and Young People's	Completed

SUPPORTING RESIDENTS AND ENTERPRISE:							
SUSTAINABLE COMMUNITY STRATEGY OUTCOME	ACTION	PROGRESS	RELEVANT RECESSION DASHBOARD INDICATOR(S)	GOVERNANCE	RESOURCES	BY WHOM	STATUS
		<p>leaflet on the available benefits for parents and children was drafted and circulated to GP surgeries, Children's Centres and Schools in March 2009. This work was co-ordinated by the Council and Haringey CAB.</p>				Service (Haringey Council)	
People and customer focused	Developing Credit Unions services in the borough	<p>A stakeholder event held and vocal support given to the idea of a Credit Union for the borough – especially from CAB and Housing Associations. The next steps are to bring Corporate Finance into discussions and there is confirmation that they will send a representative to the second stakeholder event on September 14th. The Association of British Credit Unions Ltd (ABCUL) are producing an options appraisal, which will be completed by the end of September 2009. Councillor Bob Harris has been briefed as the cabinet member for resources and depending on the early recommendations a report to CAB for approval of the recommended option could be submitted in October 2009. The planning of a second</p>	<p>Mortgage possession claims leading to an order (Edmonton county court, Haringey figures)</p> <p>Landlord possession claims leading to an order (Edmonton county court, Haringey figures)</p> <p>Council Tax collection rate</p> <p>Council tax reminders issued</p> <p>Council tax summonses issued</p>	Enterprise Board (HSP)		Patrick Jones, Economic Regeneration (Haringey Council)	In progress

SUPPORTING RESIDENTS AND ENTERPRISE:						
SUSTAINABLE COMMUNITY STRATEGY OUTCOME	ACTION	PROGRESS	RELEVANT RECEPTION DASHBOARD INDICATOR(S)	GOVERNANCE	RESOURCES	BY WHOM
		phase (delivery), would then begin.				
SUPPORTING ENTERPRISE:						
SUSTAINABLE COMMUNITY STRATEGY OUTCOME	ACTION	PROGRESS	RELEVANT RECEPTION DASHBOARD INDICATOR(S)	GOVERNANCE	RESOURCES	BY WHOM
Economic vitality and prosperity shared by all	Extend Haringey Guarantee to include an "Employer Zone" where businesses can post vacancies and access staff training	Employer Zone was launched in February 2009. It is being run by KIS Training and CONEL and it is the key access point for opportunities to business through Train to Gain in the borough.	Working age employment rate ILO unemployment rate Out of work benefits claim rate (Haringey) Out of work benefits claim rate in the worst performing neighbourhoods Claimant count unemployment Incapacity Benefits claim rate New business registration rate (VAT and PAYE)	Enterprise Board (HSP)	Area Based Grant	Martin Tucker
						Completed and ongoing work

SUPPORTING RESIDENTS AND ENTERPRISE:							
SUSTAINABLE COMMUNITY STRATEGY OUTCOME	ACTION	PROGRESS	RELEVANT RECESSION DASHBOARD INDICATOR(S)	GOVERNANCE	RESOURCES	BY WHOM	STATUS
			<p>,per 10,000 working age population</p> <p>Number of apprenticeships within the borough</p>				
People and customer focused	Business advice/support information in the Council's annual business rates demand	The Business and Enterprise Team in collaboration with Benefits, Rates and Local Taxation provide a short summary of information on available business support through the February rates mail out.	<p>New business registration rate (VAT and PAYE) ,per 10,000 working age population</p> <p>Business rates collection rate</p>	Enterprise Board (HSP)		Juneed Asad, Economic Regeneration (Haringey Council)	Completed
People and customer focused	Maintain advice and support on Business Rate Relief – this has been growing each year	Benefits, Rates and Local Taxation continue to provide advice and support to business rate payers on the options for repayment and any relief available through legislation – such as Small Business Rate Relief. The Business and Enterprise Team have supported where required and have signposted business enquiries as appropriate.	<p>New business registration rate (VAT and PAYE) ,per 10,000 working age population</p> <p>Business rates collection rate</p>	Corporate Resources (Haringey Council)		Steve Hart, Benefits and Local Taxation (Haringey Council)	
People and customer focused	Programme to move from 21 days payment of invoices – to 10 days in 09/10	In response to national and local lobbying by organisations such as the Federation of Small Businesses. The payment of	New business registration rate (VAT and PAYE) ,per 10,000 working	Corporate Resources (Haringey Council)		Michael Wood, Corporate Procurement	In progress

SUPPORTING RESIDENTS AND ENTERPRISE:							
SUSTAINABLE COMMUNITY STRATEGY OUTCOME	ACTION	PROGRESS	RELEVANT RECESSION DASHBOARD INDICATOR(S)	GOVERNANCE	RESOURCES	BY WHOM	STATUS
		<p>invoices from SMEs in 10 days is considered good practice during the recession. Council policy remains unchanged, i.e. to pay suppliers within agreed terms and conditions (which is 30 calendar days), but now there will be best efforts to pay any supplier (not just SME's or locally based) within 10 working days. The current target is 75% by end of Dec 2009 and performance is currently up from 54% (Apr 09) to 66% (July 09). This is a discretionary target and not contractual. The council is not liable for late payment claims based on the 10 day target.</p>	<p>age population Business rates collection rate</p>			(Haringey Council)	
People and customer focused	Business guide to Council services	<p>This guide was completed, published and circulated to over 7,000 businesses in the borough in May 2009.</p>	<p>New business registration rate (VAT and PAYE) ,per 10,000 working age population Business rates collection rate Net number of Commercial Tenants gained this month.</p>	Enterprise Board (HSP)		Juneed Asad, Economic Regeneration (Haringey Council)	Completed

SUPPORTING RESIDENTS AND ENTERPRISE:							
SUSTAINABLE COMMUNITY STRATEGY OUTCOME	ACTION	PROGRESS	RELEVANT RECESSION DASHBOARD INDICATOR(S)	GOVERNANCE	RESOURCES	BY WHOM	STATUS
People and customer focused	More active advice for local businesses to bid for public and Olympic contracts	There are two activities that have been pursued against this action. Firstly, the council worked with the London Business Network (official delivery agent for CompeteFor) to host a networking event in April, over sixty Haringey businesses attended. Secondly, through the ABG commissioning prospectus, two support programmes are being funded to ensure that local businesses are fit to compete for Olympics contracts as well as supporting micro businesses in the construction sector to become supply chain ready working in consortia.	New business registration rate (VAT and PAYE), per 10,000 working age population  Business rates collection rate	Enterprise Board (HSP)	Area Based Grant (up to March 2011)	Juneed Asad, Economic Regeneration (Haringey Council)	In progress
People and customer focused	Quarterly meetings with local banks and business representatives	Meetings have been held with banks in January and May 2009. On both occasions banks declared a policy of being 'open for business' with regards to commercial loans, but commented on the poor quality of applications.	New business registration rate (VAT and PAYE), per 10,000 working age population  Business rates collection rate  Net number of Commercial Tenants gained this	Enterprise Board (HSP)		Juneed Asad, Economic Regeneration (Haringey Council)	In progress



<b>SUPPORTING RESIDENTS AND ENTERPRISE:</b>							
<b>SUSTAINABLE COMMUNITY STRATEGY OUTCOME</b>	<b>ACTION</b>	<b>PROGRESS</b>	<b>RELEVANT RECESSION DASHBOARD INDICATOR(S)</b>	<b>GOVERNANCE</b>	<b>RESOURCES</b>	<b>BY WHOM</b>	<b>STATUS</b>
People and customer focused	Regular business advice and networking meetings (through North London Business) to advise businesses on managing the recession	An HSP enterprise board led business breakfast was held in May 2009. A second event is being planned for October in collaboration with the Business and Enterprise Team and North London Business. Further events will be planned for the new year.	New business registration rate (VAT and PAYE) ,per 10,000 working age population  Business rates collection rate  Net number of Commercial Tenants gained this month.	Enterprise Board (HSP)		Mary Connolly, Partnerships (Haringey Council)	In progress
People and customer focused	Establish a Haringey Business Board and supporting and meeting Main and District Town Centre Business Groups (Wood Green, Tottenham, Green Lanes, Crouch End and Muswell Hill) – to find out what the Council might do to help	The Haringey Business Board has been formally established and it is being facilitated by North London Business. The first meeting was held on June 10th. As part of the overarching business engagement structure a Business forum has been established in Wood Green with other town centres forums being established with existing traders associations in Crouch End, Haringay Green Lanes and Muswell Hill. Tottenham already has an established forum, attended by Council officers. The Wood Green	New business registration rate (VAT and PAYE) ,per 10,000 working age population  Business rates collection rate  Net number of Commercial Tenants gained this month.	Enterprise Board (HSP)		Juneed Asad	In progress

SUPPORTING RESIDENTS AND ENTERPRISE:							
SUSTAINABLE COMMUNITY STRATEGY OUTCOME	ACTION	PROGRESS	RELEVANT RECESSION DASHBOARD INDICATOR(S)	GOVERNANCE	RESOURCES	BY WHOM	STATUS
		forum is being chaired by the manager of Morrisons supermarket in Wood Green and two meetings have been held – on 4th June and 6th August.					
People at the heart of change	Housing and Communities Agency – Haringey Investment Plan, to support and bid for funding for housing and infrastructure schemes	The Single Conversation is in development with officers from across the Urban Environment directorate including Planning and Strategic Housing.	Average house prices for Haringey Planning application fees Pre-application income Building Control income All	Integrated Housing Board (HSP)		Niall Bolger, Urban Environment (Haringey Council)	In progress
	“Recession Dashboard”	A recession dashboard has been initiated by Economic Regeneration and first published in April 2009. Updates have been compiled for June and August. The dashboard monitors key indicators of the recession across all six strands of the Community Strategy. This includes employment, house prices and housing repossession orders (mortgage and landlord), council taxation revenue, planning income and		HSP		Patrick Jones, Economic Regeneration (Haringey Council)	

SUPPORTING RESIDENTS AND ENTERPRISE:							
SUSTAINABLE COMMUNITY STRATEGY OUTCOME	ACTION	PROGRESS	RELEVANT RECESSION DASHBOARD INDICATOR(S)	GOVERNANCE	RESOURCES	BY WHOM	STATUS
People at the heart of change	Empty Shop Fronts	service usage.					
		<p>Urban Space Management (USM) has been engaged by the Business and Enterprise Team to develop a pilot project to utilise vacant retail units in Haringey's town centres. Vacant retail units have become a significant issue nationally during the recession, although Haringey's key town centres have proven to be more resilient than other areas. At this stage there are advanced discussions pertaining to one property on Stroud Green Road, owned by the Council, and two premises in the Mall: Wood Green.</p> <p>The Council will manage the process and Libraries and Arts service in ACCS will project manage the pilot scheme, handling the selection of users and controlling access to the sites. Corporate Property and Legal Services are engaged with the project providing support and advice on short term usage of spaces.</p>	<p>New business registration rate (VAT and PAYE) ,per 10,000 working age population</p> <p>Business rates collection rate</p> <p>Net number of Commercial Tenants gained this month.</p>	Enterprise Board		Juneed Asad, Economic Regeneration (Haringey Council)	In progress

<b>SUPPORTING RESIDENTS AND ENTERPRISE:</b>							
<b>SUSTAINABLE COMMUNITY STRATEGY OUTCOME</b>	<b>ACTION</b>	<b>PROGRESS</b>	<b>RELEVANT RECESSION DASHBOARD INDICATOR(S)</b>	<b>GOVERNANCE</b>	<b>RESOURCES</b>	<b>BY WHOM</b>	<b>STATUS</b>
People at the heart of change	PROPOSED ACTION: The impact of mobility in schools and the Annual School Place Planning Report						
People at the heart of change	PROPOSED ACTION: How prepared are we to deal with long term outcomes of legislation around the school leaving age increasing to 18						
People at the heart of change	PROPOSED ACTION: Promoting the 'Think Family' scheme which will raise awareness and plan actions around the family and deprivation						
People at the heart of change	PROPOSED ACTION: Promotion of volunteering both as a route into employment and as a resource for delivering recession actions						
Safer for All	PROPOSED ACTION: Include an action around migrant street workers						
Safer for All	PROPOSED ACTION: Monitoring of unofficial lending ie loan sharks						

<b>SUPPORTING RESIDENTS AND ENTERPRISE:</b>							
<b>SUSTAINABLE COMMUNITY STRATEGY OUTCOME</b>	<b>ACTION</b>	<b>PROGRESS</b>	<b>RELEVANT RECESSION DASHBOARD INDICATOR(S)</b>	<b>GOVERNANCE</b>	<b>RESOURCES</b>	<b>BY WHOM</b>	<b>STATUS</b>
<b>Safer for All</b>	<b>PROPOSED ACTION:</b> Include an action around poverty- link to anti-poverty strategy.						
<b>Safer for All</b>	<b>PROPOSED ACTION:</b> Monitoring of those who complete drug and alcohol treatment programmes.						
<b>Healthier people with a better quality of life</b>	<b>PROPOSED ACTION:</b> Increased uptake in Supporting People service						
<b>Healthier people with a better quality of life</b>	<b>PROPOSED ACTION:</b> Tackling smoking, both uptake and addiction						
<b>Healthier people with a better quality of life</b>	<b>PROPOSED ACTION:</b> Tackling teenage pregnancy						
<b>Healthier people with a better quality of life</b>	<b>PROPOSED ACTION:</b> Reviewing mental health services						
<b>Healthier people with a better quality of life</b>	<b>PROPOSED ACTION:</b> Tackling childhood obesity						
<b>Healthier people with a better quality of life</b>	<b>PROPOSED ACTION:</b> Developing support and care packages that enable and empower people to gain employment						
<b>An Environmentally Sustainable</b>	<b>PROPOSED ACTION:</b> Monitoring enforcement issues in businesses such						

SUPPORTING RESIDENTS AND ENTERPRISE:									
SUSTAINABLE COMMUNITY STRATEGY OUTCOME	ACTION	PROGRESS	RELEVANT RECESSION DASHBOARD INDICATOR(S)	GOVERNANCE	RESOURCES	BY WHOM	STATUS		
Future	as trade waste and compliance with food safety law								
An Environmentally Sustainable Future	PROPOSED ACTION: Monitoring the perceptions of the importance of controlling carbon emissions and maintaining schemes to control carbon emissions.								
An Environmentally Sustainable Future	PROPOSED ACTION: Aligning the benefits of recycling with the emerging counter culture of thrift								



**Meeting:** Haringey Strategic Partnership

**Date:** 5 November 2009

**Report Title:** New Deal for Communities Succession Plan

**Report of:** Geoffrey Ocen, New Deal for Communities (NDC) Programme Director

#### **Purpose**

To seek Haringey Strategic Partnership's endorsement of the NDC Succession Strategies required for submission to the Government by the end of November 2009.

It is essential that the strategies are supported by key partners in order for the improvements brought in by the NDC programme to be sustained and for the Government to approve the succession strategies.

#### **Summary**

The Bridge NDC programme will end by the 31 March 2011. An overview of the NDC programme is provided in Appendix 1. For all NDC succession strategies, CLG have recently provided requirements that must be met. In line with the CLG guidance, the following documents, together, should demonstrate that all of the criteria in the guidance are met:

- a) An overarching succession strategy for the succession area – addressing each of the 8 criteria set by CLG (Appendices 2, 2.1 and 2.2)
- b) An asset register and future management strategy (to be finalised)
- c) A comprehensive risk register and management strategy (Appendix 2.3); and
- d) Business plan for successor organisation (Appendix 2.4)

#### **Process for assessment and approval of NDC succession strategies:**

The Bridge NDC succession strategies must be submitted by the revised deadline of 27 November 2009. The NDC succession strategy will need to be endorsed by the Local Authority (both as the Accountable Body and strategic / delivery partner) and supported by other partners and stakeholders as follows:

- Endorsement by the HSP Performance Management Group (22 October 2009)
- Endorsement by the HSP (5 November 2009)
- Succession strategy and supporting documents presented to

- Haringey Council's Cabinet for approval (17 November 2009)
- Succession strategy signed by NDC Chair, NDC Director and Haringey Council's Chief Executive (24 November 2009)
- Succession strategy and supporting documents submitted to GOL and CLG (27 November 2009)

**Overarching Succession Strategy:** The aim of The Bridge NDC succession strategies is to set in place a compelling prospectus for sustaining change through positive engagement with the local community and key service agencies to ensure that the improvements made within the NDC area will be sustained beyond Government funding and into the long term. It involves the implementation of the following sub-strategies:

- Mainstreaming and joining up of local services including activities / assets being mainstreamed
- Implementation of The Neighbourhood Plan for the Seven Sisters area
- The Bridge Renewal Trust, a charitable company limited by guarantee set up as a viable successor body to the NDC. The Trust will sustain and build on the NDC activities will particular focus on tackling health inequalities.

The HSP is requested to commit to supporting the NDC succession strategies including:

- Working together in the future to monitor delivery in the NDC and surrounding areas
- Refining the succession strategy as necessary.
- Inviting the Bridge Renewal Trust to join the HSP framework and supporting the Trust to deliver outcomes that are aligned towards the LAA targets and other local outcomes

**The Bridge Renewal Trust Update:** The Bridge Renewal Trust was incorporated as a company limited by guarantee (company number 6949568) on 1 July 2009 with three initial Directors nominated by the NDC Partnership Board. Progress is underway to establish an expanded and robust governance arrangement comprised of 10 Members/Trustees. The following Nominating Organisations are being asked to provide nominations as follows: London Borough of Haringey (2 representatives), NHS Haringey (1) and The Mental Health Trust (1). This will be followed by a skill audit to assess existing skills on the Board and determine skill gaps that will inform the appointment of the final 3 Members. The Bridge Renewal Trust has also successfully applied for charity status and it has been entered in the Register of Charities under charity registration number 1131941.

#### **Legal/Financial Implications**

1. The Bridge NDC activities have been fully funded from external grant from the Department of Communities and Local Government. London Borough of Haringey has acted as the 'accountable body' for the programme.
2. The NDC Partnership Board that has been responsible for the strategic



operations of the NDC programme adopted the strategy of ensuring that the NDC successor body would be fully supported to ensure that it is viable and sustainable. To this end, The Partnership Board and Haringey Council are in the process of agreeing a number of initiatives including lease arrangements and transfer of income from NDC investments to The Bridge Renewal Trust.

### **Recommendations**

That Haringey Strategic Partnership Members:

1. Note the Government requirements for NDC succession strategies including their placement in the context of the local delivery landscape and links with LAA and other local strategies.
2. Endorse the NDC succession strategies ahead of the required submission to the Department for Communities and Local Government by the end of November 2009.
3. Note that Haringey Council (as the Accountable Body), Government Office for London (GOL) and the Department of Community and Local Government (CLG) may require changes to be made to the Succession Strategies as part of the approval process.

### **For more information contact:**

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### **Background**

The Bridge NDC is a £50 million regeneration programme based in the South Tottenham and Seven Sisters area. It is made up of a partnership between local residents and key agencies such as: Haringey council, the National Health Service, The Mental Health Trust, The Metropolitan Police, Job Centre Plus, The Learning & Skills Council, HAVCO (from 2009) and North London Business (from 2009). It began in April 2001 and runs for ten years till March 2011.

The Bridge NDC programme has so far invested over £48m since 2001 and levered in over £26m of match funding into the Seven Sisters area.

Since 2006, The NDC delivery theme structure has been grouped into three workstreams:

- Education, Enterprise and Employment
- Health, Social Care, Sport and Leisure
- Neighbourhood Services (Housing, Environment and Crime)

The latest performance review reveals that the NDC has delivered a number of successful outcomes (from MORI 2008) including community involvement, crime, environment, employment and health (Appendix 1).

### **Appendices**

1. Appendix 1 – Overview of the NDC programme
2. Appendix 2 – NDC Draft Overarching Succession Strategy
3. Appendix 2.1 – Forward Plan
4. Appendix 2.2 – NDC Draft Community Empowerment Plan
5. Appendix 2.3 - Risk Register and Management Strategy
6. Appendix 2.4 – Business Plan for The Bridge Renewal Trust



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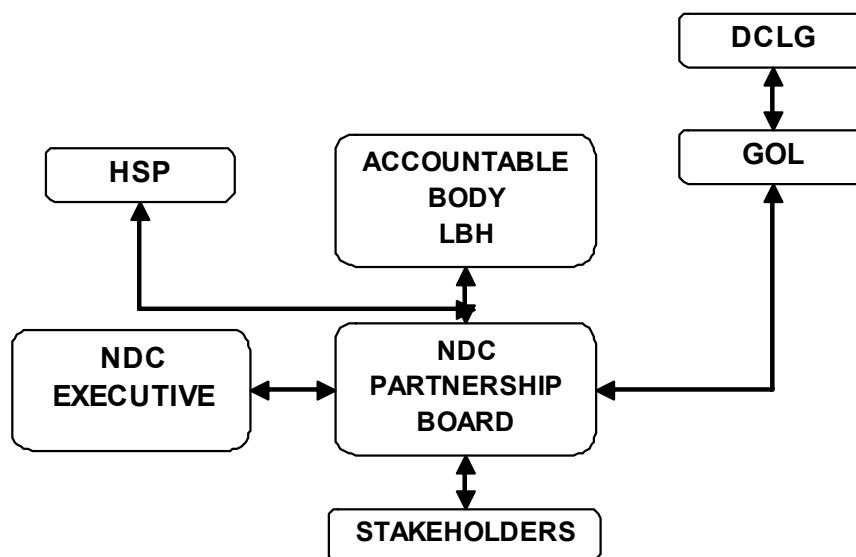
## Appendix 1 – An overview of The Bridge NDC programme

### 1. NDC Overview

New Deal for Communities is a Central Government-led regeneration programme for the regeneration of some of the UK's most deprived neighbourhoods.

The Bridge NDC is a £50 million regeneration programme based in the South Tottenham and Seven Sisters area. It is made up of a partnership between local residents and key agencies such as: Haringey council, the National Health Service, The Metropolitan Police, Job Centre Plus, HAVCO (from 2009) and North London Business (from 2009). It began in April 2001 and runs for ten years till March 2011. The Bridge NDC has around 11,000 residents and 4,500 homes. The area was chosen for the Haringey New Deal for Communities bid because the area is one of the most diverse and disadvantaged areas in London and one of the most deprived in Britain. The area suffers from severe and entrenched unemployment which is three times the London rate. Over 70% of residents belong to minority groups and around 180 languages are spoken locally. It has a very high proportion of young people and relatively low levels of educational attainment and vocational skills, leading to high levels of unemployment, poverty and benefit dependency. The programme is required to create physical change, employment opportunities, improvements in health and wellbeing, improve the economic profile of the area and engage the wider community. Our focus is on improvement through community engagement and building sustainable and local arrangements for delivery using statutory partners and the voluntary sector where necessary.

### 2. NDC Governance Structure





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### 3. The Themes of delivery , grant / match funding, outcomes delivered

3.1. Since 2006 The NDC delivery theme structure is grouped into three workstreams:

- Education, enterprise and employment (3E)
- Health, Social Care, Sport and Leisure (HSSL)
- Neighbourhood Services (Housing, Environment and Crime)

3.2. The Bridge NDC total lifetime grant and match funding brought into the area are shown below:

Total spend by year:

<b>Year</b>	<b>NDC Spend</b>	<b>Match funding</b>	<b>Total Spend</b>
2001/02	1,875,619	1,008,237	2,883,856
2002/03	4,714,785	2,307,810	7,022,596
2003/04	8,887,610	3,073,261	11,960,871
2004/05	6,855,000	3,109,676	9,964,676
2005/06	8,955,388	4,388,709	13,344,097
2006/07	6,552,986	4,289,883	10,842,869
2007/08	6,427,324	6,118,719	12,546,043
2008/09	3,885,000	2,609,465	6,494,465
<b>Total</b>	<b>48,153,713</b>	<b>26,905,760</b>	<b>75,059,473</b>

Total lifetime spend by Theme area:

Community Involvement	3,672,606
Crime	3,418,976
Education	9,130,381
Enterprise, Jobs and Training	2,746,705
Health	6,138,839
Housing and Environment Theme	18,570,811
Management and Delivery	4,475,575
<b>Total</b>	<b>48,153,713</b>



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3.3. A final evaluation of the NDC programme will be available in 2010/11. The latest performance review reveals that the NDC has delivered the following successful outcomes (from MORI 2008):

- 3.3.1. **Community involvement:** The NDC has increased the residents' quality of life by 8% points since 2002, 80% of the NDC residents feel that their quality of life is good and very good.
- 3.3.2. **Community involvement:** 58% feel part of the community (a great deal/fair amount), 27% points increase since the beginning of the programme.
- 3.3.3. **Crime:** There is a reduction of 50% points since 2002 regarding residents thinking that "people being attacked in a problem in the area".
- 3.3.4. **Crime:** Car crime has been reduced by 37% points since 2002, only 8% of the NDC residents feel that this is a serious problem.
- 3.3.5. **Crime:** 65% of the NDC residents feel very safe when walking alone in the area after the dark there has been an increase of 26% points since 2002.
- 3.3.6. **Housing and environment:** 60% of the NDC residents think that the area has got much better over the last 2 years, 10% points increase since 2006.
- 3.3.7. **Housing and environment:** 79% of the NDC residents believe that the NDC activities delivered have improved this area as a place to live, 41% points increased since 2002.
- 3.3.8. **Housing and environment:** Satisfaction with the NDC area has increased by 21% points since the beginning of the programme, 75% of the NDC residents feel satisfied with the area as a place to live.
- 3.3.9. **Employment:** 57% of the NDC population is economically active now, 2% points increase since 2006.
- 3.3.10. **Employment:** Worklessness rates have decreased by 07% points between 2006 and 2007
- 3.3.11. **Health:** 58% of the NDC residents believe that they have "good health" up 11% points since 2006.



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#### 4. 2009/10 Key Projects

<b>Project name</b>	<b>Scope</b>	<b>Type of initiative</b>
Key steps mentoring	Support Key stage 4	Education
Stitch in time	Skills, training and employment support in the fashion industry	Unemployment
Heading for success	Adult literacy, numeracy and ICT programme	Education
Homework club network	English learning for children and families	Education
Rev-up	Tailored business and employment support	Unemployment / business support
Continuing to bridge the Gap	Pre- ESOL learning support	Education
Active for health	Healthy living lifestyle project	Health
Easy access to talking therapies	Computerised therapy for NDC residents suffering anxiety and depression	Health
Reach Out	Tackles a number of inter-related health issues.	Health
Footcare Plus	Footcare services and business development	Health
Family intervention and diversion	Prevention advise for young people to prevent antisocial behaviour.	Community safety
MTD (St Anns & haringey)	Community project (environmental)	Community cohesion / wellbeing
MTD (Tottenham &SS)	Community project (environmental)	Community cohesion / wellbeing
Helston food growing	Food growing	Environment / unemployment
Going forward young advisors	Young people training to become community leaders	Community cohesion / wellbeing
Domestic Violence	Arts based therapy for women survivors of domestic violence	Health
Summer fun summer uni	Summer activities for young people	Community cohesion / wellbeing / health
Family Pedal Power	Cycling maintenance training for young people	Community cohesion / wellbeing / health
Neighbourhood Plan	Project to facilitate the neighbourhood plan implementation	Environment
Succession and Legacy	Provision of staffing resources to complete the NDC programme	NDC Succession strategy implementation
Partnership activities	Cross thematic communications project	NDC events, conferences, publicity.
Laurels programme manager	Management of the Laurels Healthy living centre	Laurels' programme manager salary

Appendix 2

**The Bridge New Deal for Communities**

**Draft Overarching  
Succession Strategy**

## 1. Introduction

The aim of The Bridge NDC succession strategies is to set in place a compelling prospectus for sustaining change through positive engagement with the local community and key service agencies to ensure that the improvements made within the NDC area will be sustained beyond Government funding and into the long term. This overarching succession strategy, which was also clearly expressed in the NDC 2009/10 Delivery Plan, involves the implementation of the following sub-strategies:

- Implementation of a sustainable succession strategy through the following three strands:
  - Mainstreaming and joining up of local services including activities / assets being mainstreamed
  - Neighbourhood Plan for the Seven Sisters area
  - The Bridge Renewal Trust, a charitable company limited by guarantee set up as a viable asset-based successor body to the NDC. The Trust will sustain and build on the NDC activities will particular focus on tackling health inequalities.
- Contextualisation of the NDC succession strategies within the local delivery landscape in Haringey by aligning the succession strategies and outcomes with those of Haringey Strategic Partnership, Local Area Agreement (LAA), other key strategic and delivery partners and other local priorities .
- Sustenance of community engagement and leadership in the NDC succession work and the work of the mainstream service providers so as to leave behind a critical legacy in the area.
- Ensuring assets generated by the NDC grant are safeguarded to continue to benefit NDC residents into the long term.

## 2. Social and economic conditions in the NDC area

This section summarises the NDC socio-economic profile and concludes with the future priorities of the area. It is broken down according to the main regeneration themes. The NDC has an estimated population of 10239 people (Oxford University data, 2007).

### Housing



The 2008 Household MORI survey reveals that a high proportion of NDC residents rent their accommodation (70%) when compared to the National figure of 30% (where 60% belongs to the Social sector renter category). In 2008, the average price of all NDC properties was £233,478; this price is below that of the houses in the rest of the Borough at £351,089.

### **Quality of life**

75% of the NDC residents are very/fairly satisfied with the area and 80% define their quality of life as very/fairly good and 49% believe that teenagers hanging around on the streets is a problem in the area (serious and not serious). 60% believe that over the last years the NDC has got much/slightly better; this represents an increase of 29% points since the NDC started (MORI 2008).

### **Community**

80% of the NDC residents trust the local health services a great deal / fair amount; 60% trust the local schools; 65% trust the local council and 75% trust the local police.

### **Crime**

65% of the NDC population feels very/fairly safe when walking alone in the dark, there has been an increase of 26% points since the start of the NDC (British crime survey 2007-08). According to the administrative data from Met Police (Haringey) in 2007/08 there were 172 vehicle crime offences, 83 street crime offences and 161 burglary counts representing a decrease of 77%, 71% and 48% respectively since the beginning of the NDC. Haringey has a high crime rate relative to London and England as a whole.

### **Demographics**

MORI data indicates that 32% of the NDC residents are single person households, 29% are between 25-34 years old. According to the 2001 Census data, 50% of white people, 7% of Asian, 11% mixed, 25% black, 6% Chinese live in the NDC area. 47% of the NDC residents have stated that English is not their first language.

### **Work**

MORI 2008 reveals that 57% of the NDC population are economically active and 48% of the economically active NDC population are in paid work. 25% of the residents currently working fall into the elementary

occupation category which is substantially high when compared with the National figure (12%). The unemployment rate of the NDC area in 2007 is 5.5% (administrative data, University of Oxford 2007) this figure is higher than the National average by 3.1%. The recent economic climate (recession) has caused a further increase in the unemployment rates, Haringey Borough unemployment rate (Nomis 2008) is at 9.0%, a higher percentage is expected in the NDC area.

## **Health**

The NDC has low levels of health when compared to the London benchmark and the rest of the country. The NDC work limiting illness (11.4%) in 2007 is very high when compared to the rest of England (6.8%) and the rest of Haringey (8%) (Oxford University administrative data 2007). There is a large proportion of smokers in the area which leads to higher than average mortality rates due to circulatory diseases and cancer; contributing to the increase in the number of incapacity benefits claimants; it also leads to serious mental health issues specifically amongst women and children.

## **Education**

Qualifications and skills in the NDC area are average; in 2007 the NDC had a 43% rate of entry to higher education slightly lower than the rest of the Borough (49.7%). 33% of the working age of NDC residents have no qualifications; this figure is substantially higher than the National rate (13%). 73% feels that they need to improve any type of skills (spelling, reading, writing and maths).

## **Finances**

According to the MORI household survey 2008, 56% of the NDC residents receive some kind of state benefits or allowances, the highest proportion of residents in employment earn between £100 and £200 weekly (20%).

## **Priorities into the long term**

Education and employment have been highlighted as the important determinants of health inequalities as it is prominent that the NDC local labour market is relatively weak; health priorities include tackling health inequalities to improve everyone's level of health bringing it closer to that of the most advantaged and ensuring that the health needs of the most disadvantaged are fully addressed. These priorities will be addressed by the Bridge Renewal Trust in partnership with local residents and key services providers.

### **3. Mainstreaming**

The purpose of the Mainstreaming and Joining Up Local Services succession strand is to:

- Provide a co-ordinated information point for residents with person-focussed services. Better communications can be achieved.
- Safeguard The Bridge NDC's achievements in the future.
- Sustain partnership working by joining up of services.
- Make mainstream funding work effectively for the area.
- Achieve better outcomes in the long-term. This will also allow local people to see a clearer impact.
- Enable local people to become involved in service planning, delivery and evaluation.

#### **What we have achieved**

We consider this approach to be vital since the volume of work currently undertaken by the NDC can not be sustained by an independent successor body without the NDC grant. We have ensured that projects are designed to help deliver the shared goals of our key partners or re-shape existing services. Sustainability after the life of NDC is embedded into all projects and assets. We have identified a selection of all projects that can be mainstreamed and which are closely linked to targets or improvement plans of Haringey Strategic Partnership (HSP), LAA and/or other partners. We have joined up local services and built local accountability structures by establishing resident-led steering groups and management boards at the Laurels Healthy Living Centre, The Triangle Children, Young People and Community Centres and at the St Ann's Library Hall Community Centre.

These centres are increasingly bringing together PCT, GP Services, education, employment, children and young people and other community services. We have put in place a robust Funding Agreement and Business Plan to ensure that St Ann's Library Hall will be well managed and maintained by Haringey Council for the benefit of local residents.

We have provided capacity building and support to Resident Associations in the NDC area. This will ensure that local residents are aware of services available to them and can participate in developing responsive services.

We have developed and implemented specific mainstreaming forward strategies for a number of projects (Forward Plan). Finally, we continue to foster links with Area Assemblies and wider neighbourhood renewal and

regeneration activities through programmes such as 'Making the difference'.

### **Our Plans for 2009 and beyond**

The NDC, Bridge Renewal Trust and partners will review the Forward Plan and improve the effectiveness of mainstreamed projects, relevant assets and ensure ongoing joining up of local services.

### **4. Neighbourhood Plan**

In February 2008 The Bridge NDC commissioned an interdisciplinary team led by Urban Initiatives to develop a Neighbourhood Plan for the NDC area and its wider context. The purpose of the Neighbourhood Plan is to guide social, physical, and economic development in the area over the next ten to fifteen years - a plan for Seven Sisters to 2025. Its aims to consolidate progress made to date by the NDC and to provide a vision to guide development proposals and environmental improvements by the NDC Successor body, the Council, Homes for Haringey, The Mental Health Trust, the NHS Haringey and other stakeholders and private interests. It covers issues including transport, public open space, housing, employment, and community facilities.

### **What we have achieved**

The Plan was approved by the NDC Board in November 2008. It was endorsed by Haringey Council in January 2009. The Plan is informing the development of Haringey Council's Core Strategy. A Sustainability Appraisal of the Plan was undertaken by independent consultants, in order to ensure it is fit for purpose.

In order to fully understand community and stakeholder aspirations for the area, and to generate as broad a consensus as possible, the Plan was developed in close consultation with all these parties. A dedicated focus group – the 'Neighbourhood Team', composed of the NDC Partnership Board, augmented with Residents Associations, Friends of the Parks, Health and other stakeholders from the NDC and adjacent areas – generated, advised, and tested ideas for the plan through a series of workshops. 'The Greenest District' in Haringey...

- A group of neighbourhoods that are socially, economically, and environmentally sustainable.
- Each neighbourhood develops its own identity and community focus.
- Workplaces, institutions, and community facilities are open, accessible, and integrated into the life of each neighbourhood.

- People and places are connected.'

### **Our Plans for the long term**

The Neighbourhood Plan is intended to be used as a flexible, variable menu of proposals, rather than a rigid, fixed master plan. Each proposal is broken down into a 'toolkit' of potential actions which can be assembled in different combinations, realised in different timescales, and implemented to different extents. Its purpose is to provide a common point of reference for all stakeholders to discuss the future of the area. In the coming year the NDC will be working to ensure that the governance structure for the Plan is established and implementation of the Plan is commenced. NDC resources will be deployed to support this.

### **5. Succession Vehicle**

NDC's survey in 2007 shows that the community feel that there are many activities and services in which they would like the successor body to be engaged. Consistent with the approach of other NDCs, we have recognised that it is not possible or beneficial to mainstream every project or activity and there is a need for an asset-based successor body to sustain the good work undertaken by the NDC. Assets are important in ensuring there is revenue income to sustain future activities.

The NDC currently receives revenue income from the Laurels Healthy Living Centre (a successful partnership with NHS Haringey, Circle 33 and Haringey Council). This income is intended to form the core of future revenue income to the NDC successor body. More than 80% of local residents in the Bridge NDC area have supported the creation of the NDC successor body (MORI Survey, NDC National Evaluation, 2008). Our own survey in 2007 shows that the community feel that there are many activities and services in which they would like the successor body to be engaged, including:

- Joining up local services such as health, employment, enterprise and others.
- Securing inward investment in the Seven Sisters area from the statutory and external funders.
- Ensuring that the income stream from the Laurels is re-invested in the area.
- Supporting positive lifestyle changes (smoking cessation, physical activities etc)
- Supporting other community health organisations in the area.
- Sustaining a community 'voice' for the area
- Acting as an 'honest broker' between community and statutory and other health service providers

### **What We Have Achieved**

A 10-year business plan for the Bridge Renewal Trust (successor body) has

been prepared. An action plan to set up a company limited by guarantee with charitable status has also been agreed by the NDC Board. This is being implemented in two phases. Phase 1 saw the setting up of a company limited by guarantee and phase involved the application for charitable status and the establishment of an open and transparent governance arrangement leading to key staff recruitment.

### **Our Plans for 2009 and beyond**

We will continue the implementation of the action plan for setting up the successor body as follows:

<b>Task</b>	<b>By When</b>
Updated Business Plan	Achieved April 2009
Set up successor body as a company limited by guarantee	Achieved July 2009
Recruit initial Trustees and expand Board of Trustees for successor body	Achieved May 2009
Apply for charitable status for the successor body	Achieved September 2009
Undertake discussions with Haringey Council over assets and funding support	Ongoing
Successor body to apply for external and NDC contracts	October 2009
Recruit key staff for successor body using phased approach starting with Chief Executive	October 2009
Launch successor body	February 2010

## **6. Government Requirements**

**Strategic and Legislative Context:** Department for Communities and Local Government (CLG) has issued final guidance on NDCs' succession planning which requires Seven Sisters (The Bridge) New Deal for Communities programme to submit its plans for approval by the 31<sup>st</sup> October 2009 (amended to 27<sup>th</sup> November 2009). The Bridge NDC Partnership Board discussed CLG requirements at its away event in January 2009. During 2009/10, it has reviewed, refined and intensified the implementation of its succession strategies.

For all succession strategies, CLG requires the following documents which, together, should demonstrate that all of the criteria in the guidance are met:

- An overarching succession strategy for the succession area – addressing each of the 8 criteria set by CLG (a maximum of 20 pages plus annexes)
- An asset register and future management strategy
- A comprehensive risk register and management strategy; and
- Business plans for successor organisations

### **An overarching succession strategy for the NDC succession area:**

*Overarching Succession Strategy:* The aim of The Bridge NDC succession strategies is to set in place a compelling prospectus for sustaining change through positive engagement with the local community and key service agencies to ensure that the improvements made within the NDC area will be sustained beyond Government funding and into the long term. This **Overarching Succession Strategy**, which was also clearly expressed in the NDC 2009/10 Delivery Plan, involves the implementation of the following sub-strategies:

- Implementation of a sustainable succession strategy through the following three strands:
  - Mainstreaming and joining up of local services including activities / assets being mainstreamed
  - Neighbourhood Plan for the Seven Sisters area
  - The Bridge Renewal Trust, a charitable company limited by guarantee set up as a viable asset-based successor body to the NDC. The Trust will sustain and build on the NDC activities will particular focus on tackling health inequalities.
- Contextualisation of the NDC succession strategies within the local delivery landscape in Haringey by aligning the succession strategies and outcomes with those of Haringey Strategic Partnership, Local Area Agreement (LAA), other key strategic and delivery partners and other local priorities.
- Sustenance of community engagement and leadership in the NDC succession work and the work of the mainstream service providers so as to leave behind a critical legacy in the area.
- Ensuring assets generated by the NDC grant are safeguarded to continue to benefit NDC residents into the long term.

*How The Bridge NDC succession strategies meet Government criteria*

*Criterion 1: The outcomes to be delivered are appropriate for the NDC area and the community it serves.* The NDC proposes to maintain the improvements in the NDC areas beyond the 10 year Government funding through a **Forward Plan (Appendix 2.1)**. The Forward Plan involved positive meetings with a range of partners including Haringey Strategic Partnership lead officers, Haringey Council departments including Urban Environment, Neighbourhood Management and others, The Mental Health Trust, NHS Haringey, The Metropolitan Police, Jobcentre Plus and HAVCO. Senior managers from partner organisations have also completed a questionnaire relating to their outcomes and future activities in the NDC and surrounding areas. The Forward Plan:

- identifies which of the 6 NDC themes are intended to be addressed by ongoing activities
- shows details of partner activities to be undertaken in the NDC area.
- show that the local priorities are clearly linked to the priorities set out in the LAA, Haringey's Community Strategy and other local strategies and partners' targets
- clearly shows how the succession strategies are linked to existing projects

*Criterion 2: The community continues to be empowered and community leaders are supported.* Following consultations with Haringey Council and other partners, The NDC developed a joined **Community Empowerment Plan (Appendix 2.2)** to ensure that the community will still be significantly involved in the future work of the NDC area. The plan contains a broad spectrum of activity including:

- Alignment with Haringey Council community empowerment agenda to ensure sustainability of the strategy into the long term
- All partners are properly engaged and have put in place arrangements to support their part in the on-going implementation of the community empowerment plan as evidenced by completed partnership questionnaires and letters of support
- Better communication of information from service providers to residents
- Greater involvement by local residents in service development and delivery. For example, through participation in partner agencies and Management Boards of the NDC assets such as Triangle Children Centre, St Ann's Library Community Hall, The Laurels Healthy Living Centre, The Community Hut, Trustees of the NDC successor body, governorships of local schools.



- Ongoing training programme for NDC Resident Board Members and other community leaders by the NDC and other partners into the long term
- Promotion and expansion of role of 'Young Advisors' is mainstream service development and delivery.

*Criterion 3: An agreed split of responsibilities in continuing NDC activities/projects/services (between any successor body, the Local Authority, LSPs and other partners).* This criterion is addressed in the **Forward Plan** and through letters of support from partners.

*Criterion 4: The NDC's assets are safeguarded into the long term.* The NDC succession strategy must meet Government criteria that the assets and proceeds of any asset disposal will continue to be held and used for the benefit of the community. This has been addressed as follows:

- The successor vehicle's legal status is company limited by guarantee with charitable status (charity status application pending); this is in accordance with the CLG guidance
- There is explicit asset lock-in in the Memorandum and Articles of Association which ensures assets and proceeds of any asset disposal will continue to be held and used for the benefit of the community.
- All the assets will be owned by Haringey Council and suitable lease arrangements agreed with the NDC successor body for the use of the Laurels Healthy Living Centre.

*Criterion 5: Governance arrangements support the objectives of the succession plans.* The Government needs to see evidence that there are appropriate governance arrangements which will support the delivery of the NDC succession strategy. To this end, The NDC has sought commitment from the **Haringey Strategic Partnership** (HSP) to provide mutually supportive roles between the Local Authority, other delivery partners and The Bridge Renewal Trust. It is expected that the HSP will be committed to supporting the NDC succession strategies including:

- Working together in the future to monitor delivery in the NDC and surrounding areas
- Refining the succession strategy as necessary.
- Inviting the Bridge Renewal Trust to join the HSP framework and supporting the Trust to deliver outcomes that are aligned towards the LAA targets and other local outcomes

It is also hoped that The HSP Performance Management Group will consider and endorse the NDC succession arrangements at its October

meeting. Specifically for The Bridge Renewal Trust, the Government wants to see that organisational structures and governance are robust and Objects are appropriate. The proposed composition of the Board of the Trust in terms of Board members' mix of skills against the identified skills needed, and details on how the Board will be selected and appointed is addressed in Business Plan and Memorandum & Articles of Association of Trust.

*Criterion 6: The risks to the succession strategy have been properly identified and are being actively managed.* The NDC succession strategy includes a completed **Risk Register (Appendix 2.3)** setting out:

- Risks that have been identified to its implementation; the likelihood of these risks materialising; their potential impact; and the planned management and mitigation strategy.
- All risks to implementation of the Neighbourhood Plan and Forward Plan and Mainstreaming Action Plan. Risks areas will cover assumptions made, availability of finance, governance, local priorities changing and so on.
- A separate risk register and management strategy for the Bridge Renewal Trust to address the implementation of the Business Plan and ensure that relevant assets will be managed appropriately is contained in the Business Plan.
- Risks associated with succession (as opposed to programme delivery)
- Robust methodology, including an assessment of impact and probability, and level of risk (H,M,L) before and after mitigation
- The nature of the identified risk (political, economic, commercial)
- Appropriate level of the mitigation of risk
- Assessment of all risks to delivery of the succession strategy, for example, assumptions made, availability of finance, governance, local priorities changing etc.
- A risk management/escalation plan

*Criterion 7: The strategy must be agreed by the Local Authority/ Accountable Body and supported by local partners.* The NDC succession strategy will need to be endorsed by the Local Authority (both as the Accountable Body and strategic / delivery partner) and supported by other partners and stakeholders as follows:

- Endorsement from HSP Performance Management Group (22<sup>nd</sup> October 2009)
- Endorsement from HSP (5<sup>th</sup> November 2009)
- Letters of support obtained from key partners (by November

- 2009)
- Succession strategy and supporting documents presented to Haringey Council's Cabinet for approval (17<sup>th</sup> November 2009)
- Succession strategy signed by NDC Chair, NDC Director and Haringey Council's Chief Executive (24<sup>th</sup> November 2009)
- Succession strategy and supporting documents submitted to GOL and CLG (27<sup>th</sup> November 2009)

*Criterion 8: The successor vehicle must be financially independent into the long term.* The Government requires a business plan for the successor body which demonstrates its contribution to each of the criteria 1-7 detailed above, as well as this criterion. In accordance with Government requirements, the Business Plan for the Bridge Renewal Trust (**Appendix 2.4**) provides:

- An explanation which sets out its role in the overall succession strategy
- A financial profile showing the financial viability of the successor vehicles(s) with a detailed financial plan for year 1, supported by an outline 5-year plan and an explanation of the projected plans for years 6-10.
- An explanation of the legal status of the Bridge Renewal Trust, structure, copy of proposed Constitution, memorandum and articles of association, objects, registration details with Company House and Charity Commission;
- A risk register; and
- Asset management strategy for the organisation.

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## Appendix 2.1 NDC Forward Plan Showing Mainstreamed Initiatives

No	Original NDC project	NDC Theme	Priority area	Activity description	LAA link	Mainstreaming Agency	Contact Name
1	The Laurels Healthy Living Centre (2007)	Health	Health	New build facility for primary health care and community projects tackling health inequalities.	Healthier communities with a better quality of life	NHS Haringey	Julie Quinn
2	BUBIC (2008)	Health	Health	Community based organisation established to tackle substance misuse	Healthier communities with a better quality of life	BUBIC	Kelvin O'Mard
3	Wards Corner (2007)	Neighbourhood Services	Environmental	New build to improve main gateway into area and revitalise the retail environment	An environmentally sustainable future	LBH	Mark Hopson
4	The Bridge Restoration – St Ann's / Seven sisters road (2009)	Neighbourhood Services	Environmental	Major restoration of the railway bridge	An environmentally sustainable future	Network Rail	Sharon Lee
5	Edgecot Grove MUGA (2009)	Neighbourhood Services	Environmental	New build of multi-use games area	An environmentally sustainable future	Homes for Haringey	Manley Murray
6	Tiverton Youth Hut renovation (2009)	Neighbourhood Services	Environmental	Internal and external renovation	An environmentally sustainable future	Community Progressive Vision	Lena Pamphile
7	NDC estate renewal – Tiverton Estate (2008)	Neighbourhood Services	Environmental	Tiverton estate housing renovation including a provision of green space, MUGA, fire path and play area)	An environmentally sustainable future/	Homes for Haringey	Manley Murray
8	Tiverton Estate facilities(2007)	Neighbourhood Services	Environmental	Completion of physical and environmental improvements.	An environmentally sustainable future	Homes for Haringey	Manley Murray
9	Estate Renewal works Tiverton and Suffolk Estate - (2006)	Neighbourhood Services	Environmental	Improvements to properties	An environmentally sustainable future	Homes for Haringey	Manley Murray
10	NDC estate renewal (Tiverton Estate) (2006)	Neighbourhood Services	Environmental	Range of environmental improvements	An environmentally sustainable future/	Homes for Haringey	Manley Murray
11	Estate Renewal Phase 3 Sir Frederick Messer Estate (2009)	Neighbourhood Services	Environmental	Improvement of security, lighting, signage, pathways, bin storage, provision of play area, adult play equipment, green space and landscaping	An environmentally sustainable future	Homes for Haringey	Manley Murray

12	Sir Frederick Messer Frontage (2007)	Neighbourhood Services	Environmental	Landscaping and boundaries	An environmentally sustainable future	Homes for Haringey	Manley Murray
13	Edgecot Grove	Neighbourhood Services	Environmental	Provision of play area	An environmentally sustainable future	Homes for Haringey	Manley Murray
14	Sir Frederick Messer Access(2007)	Neighbourhood Services	Environmental	Landscaping and boundaries	An environmentally sustainable future	Homes for Haringey	Manley Murray
15	Green it up (Paignton Park) (2003)	Neighbourhood Services	Environmental	Paignton Open Space redesign and upgrade	An environmentally sustainable future	LBH (Parks)	Sean Burke
16	Manchester Gardens (2007)	Neighbourhood Services	Environmental	Restoration of the historic public garden	An environmentally sustainable future	LBH (Parks)	Jan Wilson
17	Chestnut Park (2007)	Neighbourhood Services	Environmental	Phase 1 of a longer-term project to regenerate the park.	An environmentally sustainable future	LBH (Parks)	Jan Wilson
18	Creating the Bridge Fladbury Road (2005)	Neighbourhood Services	Environmental	Improvements to environment of retail area, provision of play area, public seating area and landscaping	An environmentally sustainable future	LBH	Dave Morris
19	Pulford Road Family Resource Centre (2005)	Neighbourhood Services	Environmental	Refurbishment of facility	An environmentally sustainable future	LBH	Lucina Trederrick
20	Bridge Renewal (2006)	Neighbourhood Services	Environmental	Development of the work of The Bridge Area and provide pest control services, waste enforcement and environmental Health enforcement	An environmentally sustainable future/	LBH	Steve Russell
21	Bridge Renewal phase II (2006)	Neighbourhood Services	Environmental	External improvement works to private housing such as renewing front walls and gardens	An environmentally sustainable future/	LBH	Steve Russell
22	Chestnuts Pavilion(2006)	Neighbourhood Services	Environmental	Expansion of the play area	An environmentally sustainable future/	LBH	Jan Wilson
23	St Ann's Bridge Improvements (2006)	Neighbourhood Services	Environmental	Physical renewal	An environmentally sustainable future/	Network Rail	Sharon Lee
24	Crime Reduction Fund (Plevna / Helston Gating) (2008)	Neighbourhood Services	Environmental	Physical renewal	Safer for all	LBH/MET POLICE	Sean Sweeney
25	Safety & Comfort in the home ) (2006)	Neighbourhood Services	Environmental	Lighting improvements	Safer for all	LBH	Steve Lain
26	Estate renewal (works in public housing) (2006)	Neighbourhood Services	Environmental	improvements to housing at several locations	An environmentally sustainable future/	Homes for Haringey	Manley Murray

27	NDC sports and play improvements in Parks(2006)	Neighbourhood Services	Environmental	Improvement of Chestnuts Park and Brunswick Open Space for recreational purposes.	An environmentally sustainable future/	LBH	Jan Wilson
28	Shop Front Improvements(2006)	Neighbourhood Services	Environmental	Improvements of physical appearance of shops in Seven Sisters Road	An environmentally sustainable future/	Private Businesses	Russell Muffatt
29	Neighbourhood Plan* (2009)	Neighbourhood Services	Environmental	Preparation of neighbourhood plan for Seven Sisters area 2009-2010 to guide development	An environmentally sustainable future/	The Bridge Renewal Trust	Lainya Offside-Keivani
30	Bridge to Learn (2008)	Employment	Employment	Training and skills advice	Economic vitality and prosperity for all	LBH	Martin Tucker
31	The Triangle Children's and young peoples' centre (2006)	Education	Education	New build of facility	Economic vitality and prosperity shared by all	LBH	Sue James
32	St Ann's Library training room (2006)	Education	Education	Refurbishment of training room	An environmentally sustainable future/	LBH	Diana Edmonds
33	St Ann's Library hall extension(2007)	Education	Education	New build of facility	An environmentally sustainable future	LBH	Diana Edmonds
34	Young Advisors (2008)	Education	Education	Community empowerment, training young people to act as consultants	Healthier communities with a better quality of life	LBH	Jason Bradley
35	Primary School counselling (2007)	Education	Education	School based counselling	Healthier communities with a better quality of life	LBH/St Ann's Church	John Wood
36	Supporting KS4 (2007)	Education	Education	School based support and counselling to improve attainment	Healthier communities with a better quality of life	Gladesmore school	Tony Hartney
37	Youth Crime Reduction Workers (2008)	Neighbourhood Services	Crime	Crime prevention initiative for young people at risk of offending	Safer for all	LBH Youth offending service	Laris Bucknor-Fisher
38	Resident Associations (2008)	Neighbourhood Services	Community	Community empowerment through consolidating existing and supporting new resident associations	People at the heart of change	Homes for Haringey	Sheryl Hendrickson

<b>39</b>	Treading the boards (2008)	Education	Community	Training and diversionary activities for young people in theatre skills	People at the heart of change	LBH (Youth service)	Faith Williams
<b>40</b>	Intergenerational Hub (2008)	Neighbourhood Services	Community	Establishing autonomous intergenerational management committee to manage community facility.	People at the heart of change	Community Progressive Vision	Lena Pamphile
<b>41</b>	ReachOut* (2009)	Health	Health	Improved interagency working and service provision for young people	Healthier communities with a better quality of life	The Bridge Renewal Trust /BUBIC	Kelvin O'Mard
<b>42</b>	Foot care Plus* (2009)	Health	Health	Foot care and advice for the over 50s	Healthier communities with a better quality of life	The Bridge Renewal Trust	Jo Basra
<b>43</b>	Halston Court food growing coop *(2009)	Neighbourhood Services	Community	Improving community space by establishing self sustaining urban food growing cooperative	An environmentally sustainable future/	Autonomous management group	Lainya Offside-Keivani
<b>44</b>	Revup*(2009)	Employment	Employment	Tailored business support to SMEs	People at the heart of change	North London Business	Gary Ince
<b>45</b>	Stitch in time* (2009)	Employment	Employment	Training and employment in the fashion industry	People at the heart of change	LBH	Martin Tucker
<b>46</b>	Heading for success* (2009)	Employment	Employment	Integrated basic skills, job brokerage and health programme	People at the heart of change	LBH	Lainya Offside-Keivani

\*projects to be mainstreamed in 2009/10



*Appendix 2.2*

*The Bridge New Deal for Communities*

*Draft Community Empowerment Plan*



[www.thebridgendc.org.uk](http://www.thebridgendc.org.uk)

## *The Bridge New Deal for Communities Draft Community Empowerment Plan*

### **INTRODUCTION**

The Bridge New Deal for Communities (NDC) area is a rich source of energy, creativity and talent. The communities are made up of people with rich and diverse backgrounds who each have something to contribute to making the NDC area flourish. One of the role of the NDC has been to put communities at the heart of its programme and help work together to regenerate the NDC area.

The Bridge NDC is committed to supporting its communities to do things for themselves - community empowerment; Where communities are empowered we would expect to see a range of benefits: local democracy boosted; increased confidence and skills among local people; higher numbers of people volunteering in their communities; and more satisfaction with quality of life in a local neighbourhood. Better community engagement leads to the delivery of better, more responsive services.

In the past few years, the government has placed increasing emphasis on how local communities must be engaged in all aspects of local public service activity and has put in place a number of national policies urging local authorities and other public bodies to do better on empowerment.

- The Local Government White Paper 2006 – “Strong and Prosperous Communities.”
- Department of Health Guidance “Real Involvement” on the 2006 NHS Act.
- The “Duty to inform, consult and involve local people” - Local Government and Public Involvement in Health Act 2007.
- The Sustainable Communities Act 2007.
- The White Paper, “Our Health Our Care Our Say”, and “Putting People First”, the concordat between Central and Local Government.

The Department Communities and Local Government (CLG) has published its Action Plan for Community Empowerment, which sets out the steps it is taking, working across government and in partnership with others, towards three key outcomes:

1. Greater participation and engagement in democracy
2. Changes in attitudes towards community empowerment
3. Improved public services and quality of life

**What is community empowerment? – the national context**

The Government defines community empowerment as ‘the giving of confidence, skills and powers to communities to shape and influence what public bodies do for or with them’. The Government believes that community empowerment can contribute to a number of results or outcomes:

- Improved quality of services
- Greater community cohesion and social inclusion
- Thriving democracy; and
- Enhanced community capacity and learning.

This is quite a specific definition of empowerment. A broader definition is provided in a very useful guide produced by Community Development Exchange and the National Empowerment Partnership. This argues that an empowered community is one which is:

- confident
- inclusive
- organised
- co-operative
- influential

Community empowerment is a highly complex process to achieve and requires the active understanding and commitment from a wide number of stakeholders to achieve it. It is a slow, gradual process which involves continual learning and the constant building of a community’s capacity to take on more - there is no finite end point in the process of community empowerment.

### **What is community empowerment? – the local context**

The Haringey Strategic Partnership (HSP) is committed to making sure that people in Haringey can have their say, are listened to, and are involved in making decisions. The HSP is a partnership of local public agencies, community groups and businesses working together to improve public services and address the key issues in the borough

The HSP’s aim is to improve public services in the borough through partnership working. They are doing this is through **Haringey’s Community Engagement Framework**. The Framework includes clear principles for HSP organisations to use when carrying out community engagement in Haringey. These are to:-

- Work in partnership to join up engagement activities
- Engage when it will make a difference
- Engage with all communities
- Build capacity of communities
- Communicate results of engagement activities

Haringey's Local Area Agreement also clearly demonstrates the HSP's commitment to community engagement. It contains the following indicators, which will allow ongoing measurement and monitoring of community empowerment in the NDC area:

- 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

### **Who is the Plan for?**

The NDC Community Empowerment Plan is intended for all agencies that have an interest in the Bridge New Deal for Communities Area, the NDC Partnership Board and for all the communities of the NDC area.

There are a number of ways in which communities can become more empowered:

- By more effective engagement as service users;
- By taking a more active part in the controlling structures of organisations that provide services;
- By taking direct control of resources – budgets, housing, community buildings, land and so on;
- By being more actively involved in democratic processes.

This Plan sets the strategy for a sustained long term involvement of local communities in influencing and shaping policy which will have an impact in their local area (the NDC area). They cover the key areas of health, social care and well being, neighbourhood services, education, employment and enterprise, all of which will be affected positively by empowered and engaged communities.

It is closely linked to **Haringey's Community Engagement Framework** and takes account of local needs and lessons learnt from the NDC experience. It sets out a number of new and existing practical actions which the NDC is working on and which underpins the process of community empowerment, these actions are designed to help partners and local communities of the NDC area to be involved in influencing and decision making processes over the coming years.

**The Bridge New Deal for Communities – Draft Community Empowerment Plan**

<b>Activity</b>	<b>Partner Organisations</b>	<b>Evidence of Commitment</b>	<b>Sustainability timescale</b>	<b>Beneficiaries</b>
Greater involvement in service and development delivery by local communities	LB Haringey, Haringey LSP, HAVCO, Haringey Community LiNK, Haringey Mental Health NHS Trust, NHS Haringey, The Metropolitan Police, The Bridge Renewal Trust, and NDC Partnership Board.	Alignment with Haringey Community Engagement Framework. Participation in Haringey Community LiNK meetings Participation in user consultation groups and focussed meetings	Ongoing	Local partners, local communities
Training and support for NDC resident Board members	NDC Partnership Board, Bridge Renewal Trust and HAVCO	Training for resident board members has started, this will continue until 2010. It is envisaged that the successor body (The Bridge Renewal Trust ) will continue to work with HAVCO to train and capacity build resident board members	Ongoing until March 2011	Local partners, local communities
Greater involvement in taking up civic roles such as school governors, non executive directors and councillors	LB Haringey, Haringey LSP, HAVCO, Haringey Community LiNK, Haringey Mental Health NHS Trust, NHS Haringey, The Metropolitan Police, The Bridge Renewal Trust, and NDC Partnership Board.	Alignment with Haringey Community Engagement Framework and Haringey Civic Engagement Agenda Information on NDC website and newsletters	Ongoing	Local partners, local communities
Improved	LB Haringey, Haringey	Alignment with Haringey Community	Ongoing	Local partners,

communication and information provision by service providers	LSP, HAVCO, Haringey Community LiNK, Haringey Mental Health NHS Trust, NHS Haringey, The Metropolitan Police, The Bridge Renewal Trust, and NDC Partnership Board.	Engagement Framework		local communities
Greater involvement in local statutory partnership boards	LB Haringey, Haringey LSP, HAVCO, Haringey Community LiNK, Haringey Mental Health NHS Trust, NHS Haringey, The Metropolitan Police, The Bridge Renewal Trust, and NDC Partnership Board.	Alignment with Haringey Community Engagement Framework Alignment with LAAs Engaged with Haringey Community LiNK	Ongoing	Local partners, local communities
Promotion of role of Young Advisors within mainstream service providers	LB Haringey, Haringey LSP, HAVCO, Haringey Community LiNK, Haringey Mental Health NHS Trust, NHS Haringey, The Metropolitan Police, The Bridge Renewal Trust, and NDC Partnership Board.		Ongoing	Local partners, local communities

## Appendix 2.3 Succession Strategy Risk Register

ID	Risk Description	Nature of Identified Risk (Political, economic, commercial)	Risk Owner	Impact if risk occurs	Probability of risk occurring	RAG Status	Mitigation Action/Escalation Plan
<b>NDC Successor Body</b>							
R-1	Risk that the Charity application for the successor body is not successful	Political	The Bridge Renewal Trust	H	L		This is unlikely. The Board of Trustees will review and amend the objects and activities to ensure desired public benefit to the satisfaction of the Charity Commission
R-2	Risk that governance arrangements for the successor body is not fit for purpose and fails to support the objectives of the succession plans.	Political	The Bridge Renewal Trust	H	L		Organisational structures and governance are robust and Objects are appropriate. The composition of the Board of the Trust in terms of Board members' mix of skills has been determined against the identified skills needed, and the Board will be selected and appointed on the basis of skills gaps, nomination by key partners agencies such as the Council, PCT and Mental Health Trust, and community leaders. Protocol for reviewing new projects to ensure consistency with objects, powers and terms of funding.
R-3	Risk that The Bridge Renewal Trust does not have the capacity to take over and manage the asset	Political and economic	The Bridge Renewal Trust	H	L		Review clear definition of the required people resource and capabilities required Review and recruit relevant skills to the Board of Trustees Update an organisational development plan and adopt relevant quality standards.
R-4	Risk that The Laurels asset is not managed effectively and remains under-utilised	Political and economic	The Bridge Renewal Trust	H	L		Review viability of business plan and improve on partnership working and community engagement
R-5	The Laurels asset is not used in the public interest- taken over by an unrepresentative or unaccountable minority. Access to the asset is not inclusive	Political	The Bridge Renewal Trust	H	L		Ensure Board of Trustees has relevant representations from the community (community-led); review and update composition of user stakeholder group.
R-6	Risk that PCT/NHS Haringey policies change and it no longer requires the use of the Laurels centre as an accommodation	Political	NHS Haringey	H	L		NHS Haringey has a 25 year lease agreement to use the Laurels and pays rental income which is gifted to the NDC/successor body.
R-7	Risk that the Trust is unsuccessful in securing the projected income through commissioning, grant and bid funding	Political and financial	The Bridge Renewal Trust	H	L		Modest income projections until The Trust is fully established Establish a diverse income stream Build expertise and capability within the team re: securing funding/building relationships etc Prove track record of delivery, and the contribution the Trust can make to LAA and NHS Haringey targets
R-8	Risk that further assets are not forthcoming	Political and economic	The Bridge Renewal Trust	M	M		Demonstrate to London Borough of Haringey that the Trust is not just 'a safe pair of hands' but also innovative by making a success of the Laurels as a community facility. Strong and effective governance
R-9	Risk that The Trust lacks direction, strategy and forward planning	Political (governance / management)	The Bridge Renewal Trust	M	L		Creation of a strategic Plan which sets out key objectives, aims and policies.; taking into account feedback from beneficiaries to refine the strategic plan
R-10	Risk that Trust members lack of relevant skills or commitment	Political (governance / management)	The Bridge Renewal Trust	M	L		Skills review, competence framework, trustee training and strong recruitment process.
R-11	Risk that there is no compliance with statutory legislation and regulations	Political (governance / management of compliance)	The Bridge Renewal Trust	H	L		Identify key legal and regulatory requirements, allocate responsibility for key compliance procedures, compliance monitoring and reporting, compliance reports from Regulators, auditors and staff.
R-12	Risk of bad reporting to the Trustees (risk of poor quality decision making and risk of failure of Board to fulfill its control functions)	Management	The Bridge Renewal Trust	H	L		Robust strategic planning, objective setting and budgeting processes. Timely and accurate project, financial and performance reporting, adequate project assessment procedures, regular contact between trustees and managers.
R-13	Risks that contract are not adhered to.	Operational	The Bridge Renewal Trust	H	L		Cost/project appraisals procedures in place, authorisation procedures, professional advice on terms and conditions, performance monitoring arrangements, insurance cover.
R-14	Risk that there is lack of customer satisfaction	Operational	The Bridge Renewal Trust	M	L		Quality control procedures, complaints procedures and benchmarking of the service.
R-15	Risk of competition (loss of contracts income, reduced fund raising potential, reduced profile, unsatisfactory returns)	Operational	The Bridge Renewal Trust	M	M		Monitoring performance and quality of service, review of market and methods of service delivery, fund-raising strategy, public awareness profile, monitoring of the adequacy of financial returns achieved.
R-16	Risk of high staff turnover	Operational	The Bridge Renewal Trust	M	L		Recruitment, interview and assessment process, open competition appointment for key posts, performance appraisals, consideration to rates of pay, training, working conditions and job satisfaction.
R-17	Risk of poor health and safety and working environment	Operational	The Bridge Renewal Trust	M	L		Compliance with H&S law and regulation, regular checks by experienced H&S officers.
R-18	Risk that information systems fail to meet operational needs, loss of data and lack of technical support	Operational	The Bridge Renewal Trust	M	L		System needs and options analysis, security and authorisation procedures, service support contracts and disaster recovery procedures.
R-19	Risk of poor budgetary control and financial reporting	Financial	The Bridge Renewal Trust	M	L		Budget link to business plan and objectives, timely and accurate financial reporting, robust costing procedures for service delivery, adequate skills set to interpret and produce budgetary and financial reporting and review /action cashflow variances.
R-20	Risk of fraud (financial loss, reputational risk and impact on funding)	Financial	The Bridge Renewal Trust	H	L		Financial control procedures in place, authorisation limits, security of assets and insurable risks.
R-21	Risk of poor public perception	Environmental / external factors	The Bridge Renewal Trust	M	L		Communication with supporters and beneficiaries, PR training procedures where necessary.
R-22	Risk of adverse publicity	Environmental / external factors	The Bridge Renewal Trust	H	L		Complaints procedures, proper regular reviews of the procedure and crisis management skills applied for handling consistency of key messages.

ID	Risk Description	Nature of Identified Risk (Political, economic, commercial)	Risk Owner	Impact if risk occurs	Probability of risk occurring	RAG Status	Mitigation Action/Escalation Plan
<b>NDC Succession Strategy</b>							
R-1	Risk that the outcomes to be delivered are not appropriate for the NDC area and the community it serves.	Political and economic	Haringey Strategic Partnership (HSP)	H	L		NDC succession outcomes are linked to LAA and the HSP outcomes. The HSP Performance Management Group will review outcomes from the NDC area as part of the borough-wide performance and take steps to amend outcomes based on performance data received.
R-2	Risk that the community does not continue to be empowered and community leaders are not supported.	Political and economic	London Borough of Haringey	H	L		Haringey Council will review and ensure effective implementation of the NDC Community Empowerment Plan which is closely linked to its own Community Empowerment Framework. The Council will work with HAVCO, the local CVS, the Bridge Renewal Trust and key partners to empower residents and support community leaders. In future, the successor body will review governance and ensure adherence to this principle.
R-3	Risk of a future disagreement about agreed split of responsibilities in continuing NDC activities/projects/services (between the successor body, the Local Authority, LSPs and other partners).	Political and economic	Haringey Strategic Partnership (HSP)	H	M		Continuing NDC activities/projects/services have been linked to LAA and partners' improvement plans. The HSP Performance Management Group will review LAA roles and responsibilities including in the NDC area as part of the borough-wide performance and take steps to agree split of responsibilities based on performance/capacity information received.
R-4	Risk that governance arrangements to support the objectives of the succession plans fail.	Political and economic	Haringey Strategic Partnership (HSP)	H	L		Haringey Strategic Partnership (HSP) will provide mutually supportive roles between the Local Authority, other delivery partners and The Bridge Renewal Trust. This commitment is accompanied by a statement of how the partners will interrelate into the long term and work together in the future to monitor delivery and refine the succession strategy as necessary under the steer of the HSP Performance Management Group.
R-5	Risk that successful NDC projects are not mainstreamed to the extent that will make a difference to local residents	Political and economic	The Bridge Renewal Trust	H	L		Undertake further negotiations with identified partners and agree achievable targets based on partners' improvement targets. Review LAA alignments and seek further HSP commitment.
R-6	Risk that projects that have been mainstreamed to the Council fail or do not benefit NDC area residents into the long term	Political and economic	London Borough of Haringey	H	L		Haringey Council will promote and intensify community involvement in the development and delivery of the projects or services.
R-7	Risk that assets that have been mainstreamed to the Council including proceeds of any disposals will not be used to benefit NDC area residents into the long term	Political and economic	London Borough of Haringey	H	L		Haringey Council will review and intensify community involvement in the management of the assets through Management Advisory Boards (MABs) such as currently operating at the Triangle Centre and St Ann's Library Hall. Proceeds of any asset disposals will be used to provide alternative community benefit for the NDC area residents.
R-8	Risk that assets that have been mainstreamed to the Council are not properly maintained.	Political and economic	London Borough of Haringey	H	L		Haringey Council will review and set aside sufficient maintenance funds.
R-9	Risk that the ideas and initiatives contained in Neighbourhood Plan for Seven Sisters is not taken forward	Political, economic and commercial	London Borough of Haringey	H	M		Promote the ideas and projects to developers and key partners; Encourage and support applications for funding through LDA, EU and other sources





APPENDIX 2.4

**Business Plan for  
The Bridge Renewal Trust  
June 2009 - March 2019**

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## **1. The Vision, Goals and Objectives of The Bridge NDC Successor Body**

This is the business plan for The Bridge Renewal Trust (hereafter called the Trust) operating in the Seven Sisters area of South Tottenham. The plan is for a 10 year period commencing in July 2009 to June 2019.

The Trust is the asset holding successor body for The Bridge NDC which will come to an end in March 2011. It will encompass the Laurels Healthy Living Centre as a physical asset and with a broader remit to address health and wellbeing priorities in the area.

The business plan follows extensive consultation with:

- The Bridge NDC project team
- The Bridge NDC Board
- Key stakeholders including the Teaching Primary Care Trust (TNHS HARINGEY), the London Borough of Haringey, the Mental Health Trust, the Local Strategic Partnership, HAVCO and the Learning and Skills Council (LSC).
- Residents
- Voluntary and community organisations, particularly those focusing on health and wellbeing.

All of the issues discussed, pointed to a clear role for a successor body that builds on the success of The Bridge NDC, initially using The Laurels Health Living Centre as its core platform, and which bridges the gap between the local community and health and social care services.

The vision for Trust is:

**To significantly improve the health and wellbeing of people living in Seven Sisters by making it easy for them to influence, access and use integrated and relevant services.**

We will act as a delivery catalyst to supplement the efforts of our partners to provide effective, responsive and innovative health and social services in Seven Sisters, within our diverse and often hard to reach communities.

We will represent the voice of our community in building pathways for optimum delivery of services to impact on the wider determinants of health, including housing, crime and employment.

The Trust will be set up as a **company limited by guarantee** with **charitable** status. The purpose of the Trust is for the benefit of the community and is captured in its charitable objects as follows:

- to promote and protect the physical and mental health of residents in and around the Seven Sisters area of South Tottenham, London ("the Area of Benefit"); and

- the relief of unemployment for the benefit of residents in the Area of Benefit through a range of interventions including training and assistance to find employment; and
- to relieve and prevent poverty amongst people living within the Area of Benefit; and
- to further or benefit the residents of the Area of Benefit [and the surrounding neighbourhood,] [without distinction of sex, sexual orientation, race or of political, religious or other opinions] by associating together the said residents and local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities and services in the interest of social welfare for the objective of improving the conditions of life for the residents.

The Trust will achieve its aims by undertaking the following activities:

(1) Constantly review and develop The Laurels Healthy Living Centre as a place for the delivery of responsive health-related services for local residents. The Charity will work with the community and service providers to facilitate delivery of health services that local people require. Services will include GP Services, Development Checks, Dietetics, Family Planning, Midwives, New born hearing screening, Speech Therapy, Spirometry, Counselling, Health Visitor sessions and Camidoc, Footcare, Phlebotomy, Diabetic clinics, Baby Immunisations and early stage therapy for mental health with services that target disadvantaged communities.

(2) Deliver range of preventative health, wellbeing and social care services at the Laurels Healthy Living Centre and through outreach including Health advice-delivered in culturally sensitive ways, Nutrition and dietary advice- healthy eating, Substance misuse and addiction services, Counselling services, Language support, Advocacy, Complimentary therapies and Welfare rights.

(3) Provide affordable accommodation at the Laurels Healthy Living Centre and other support services to the voluntary and community sector, particularly small local groups.

(4) Provide advocacy and voice for the community by acting as an 'honest broker' between the community and service providers such as London Borough of Haringey, the NHS Haringey, The Mental Health Trust and other statutory bodies and agencies. This role will be achieved through the composition of the Board of the Charity and through the creation of service user participation groups to that will assist with service development that meet local needs. The Charity will be a key channel for the statutory bodies to reach the communities living in the area.

(5) Tackle worklessness by providing education, employment and training services to young people and adults in need of such services

(6) Create employment opportunities for unemployed people through the provision of business advice, support and training in order to set up and retain own businesses.

(7) Promote public safety and prevent crime through public education and awareness projects.

(8) Improve quality of life and create employment and training opportunities for disadvantaged and unemployed local residents by promoting social, physical and economic development of the area.

**Specifically, the advocacy and 'community voice' roles of The Trust will involve:**

- Holding assets for the benefit of the Community.
- Based at the Laurels, it will build a mix of service delivery, and make the Laurels into a vibrant local centre for the community
- It will work beyond the Laurels, outreaching to the community and working with a wide range of voluntary and community groups on health and social care matters. Through bidding for outside project funding it will increase the breadth and depth of services on offer
- It will be a key channel for the statutory bodies to reach the communities living in the area, since it will be able to find new routes to match the needs of the users with provision
- It will be a further way to represent the community voice to key strategic bodies in Haringey, and in this way be able to bend and influence the delivery of services
- It will work with community, voluntary bodies and social enterprises of all sizes to offer a responsive and innovative mix of services out of the Laurels and beyond and it will work with new and growing social enterprises to build their capacity
- It will work with Haringey Council, NHS Haringey and Mental Health Trust to act as a catalyst and pathfinder for new routes to access disadvantaged communities and individuals.
- It will be in a unique position close to the point of delivery; to monitor the quality fit and mix of services delivered.
- It will focus on outcomes for individuals, and thus make an active contribution to Local Area Agreement (LAA) targets for the Seven Sisters neighbourhood.

**The Wider determinants of Health**

The Trust will focus initially on health and wellbeing issues. This makes sense given the physical asset of The Laurels, existing services and the priorities for health in terms of the need for longer term interventions to achieve desired health outcomes. As the Trust becomes more established, it will broaden its remit to address some of the wider determinants of health, for example, skills and employment, and housing.

In tandem, the Trust will acquire other physical assets where these add to the services provided to the community, and once its record of delivery and reliability has been established.

## **2. The Context**

### **2.1 The Bridge NDC**

The most widely recognised achievements of the NDC have been in the creation of physical assets, such as The Laurels, and The Triangle Children's centre. These are seen by residents and stakeholders alike as the most recognisable and lasting legacy. The community would also claim a greater feeling of safety, and a pleasanter local environment, whilst recognising that the area still has a way to go on these measures.

Most interestingly, the community have greatly valued the feeling of involvement and consultation in their own neighbourhood, and feel they have been able to influence initiatives in the locality. The NDC has helped to build a community spirit and now has a group of local residents who are committed to making a difference, and 'looking out for one another'.

The NDC has developed effective means of community engagement and empowerment. We have therefore built into the governance plan for the successor body, transparency and accountability which ensure resources and assets are used for the benefit of the local community. Securing charitable status for the successor body will provide a suitable asset lock to ensure that any assets held are protected for this purpose.

### **2.2 Health and Wellbeing in Haringey**

The NDC area of Haringey remains an area of significant health issues and inequalities:

- The population is very transient and this creates both challenges and opportunities for the successor body.
- A large population of people are not accessing health care
- A significant percentage of people have language needs
- A large percentage of refugees and asylum seekers with associated health issues
- High rates of mental health issues- associated with a migrant population and high unemployment
- Male life expectancy is 1.8 years below the national average, a reflection of the socio-economic status and deprivation within the area.
- High rates of diabetes – in some parts of Haringey this is twice the national average
- Excess of deaths from heart disease and cancer in the in the 20-64 year age groups
- Higher rates of obesity among children than the national average (21.6% compared to 17.3% nationally)
- A large number of people with conditions that would benefit from treatment but a lack of awareness of what is available. The needs therefore remain unmet.

### **2.3 Health- the national context**

The January 2006 White Paper 'Our Health, Our Care, Our say' recognises that there is growing evidence that, where people are actively involved in choosing services and

making decisions about the kind of treatment and care they get, the results are better. In addition, as the Health agenda moves towards asking people to take more responsibility for making choices in their lives that will promote their health and independence, they should have a greater say in the services provided.

People have clearly stated that they want more convenient local health and social care services. They want different services more closely integrated to meet their needs, with better information provided to the people who use the services. The new emphasis on prevention will help close the health inequalities gap, which is all too evident in the very transient populations of the NDC area.

Better links between health and social care are becoming an essential platform for more effective service delivery, as is innovation in delivery mechanisms, which will include a greater role for smaller, local organisations, social enterprises, and voluntary bodies, to meet local needs. A focus on prevention rather than cure will put more control into individuals' hands.

Similarly the move towards practice based commissioning, allowing GPs to commission services most appropriate to the particular local needs will act as a driver for more responsive and innovative models of joined-up support within communities, delivering better health outcomes and well-being, including a focus on prevention. It will be in the interests of primary care practices to develop more local services, which will provide better value for money.

The national context is for more joint commissioning between the NHS HARINGEYs and local authorities to achieve greater integration between primary and social care. A joint commissioning framework and shared outcomes will underpin this approach and the Local Area Agreement, a key mechanism for joint planning and delivery.

The national priorities are reflected in Haringey's Well Being Strategic Framework 2007-2010 which sets out 7 key outcomes:

- Improved health and emotional wellbeing
- Improved quality of life
- Making a positive contribution
- Increased choice and control
- Freedom from discrimination or harassment
- Economic wellbeing
- Maintaining personal dignity and respect

The Laurels Healthy Living Centre has been selected by NHS Haringey as one of three 'polyclinics' in Haringey. Polyclinics are intended to be the place where most routine healthcare needs are met and the "main stop for health and wellbeing" Polyclinics are planned to offer access to antenatal and postnatal care, healthy living information and services, community mental health services, community care, social care and specialist advice-all in one place.

Currently 15000 patients are registered with the GPs based at The Laurels and in two year's time this will have risen to 20 000. NHS Haringey would like to see the Laurels become a 'one-stop-shop' for local healthcare needs.

## **2.4 The people who live in the community - their vision**

The local residents have certainly felt the influence of the NDC initiative in the area – not just in the physical developments and improvements, although they are very visible, but in such things as:

- The focus on the elderly has helped to build the social networks which go to the heart of a strong community.
- Healthy eating awareness
- Access to and awareness of a greater range of local services
- Physical activities for children and young people, which has contributed to wellbeing, self-esteem, and provided external role models, which it is hoped will contribute to employment ambitions.
- The residents feel consulted and more included. They place a high value on the feeling of having some influence over their own neighbourhood.

The local community is hoping that The Laurels will be a base for fully integrated excellent health and social care (for South Tottenham or part of it) that genuinely helps people to keep healthy, and acts as a 'one-stop-shop' for their day-to-day health needs.

The NDC has already been able to influence the delivery of mainstream NHS Haringey services out of the Laurels, and in response to community demand, foot care and phlebotomy services have moved there from April 2008. This is seen as a significant improvement, and a very strong example of the effective representation that The Bridge NDC can provide on behalf of the community. The community feel that there are many services which they would like an organisation like The Bridge NDC to help provide:

- More information – what services are available and where / how to access them, with shorter waiting times
- Social networks and support groups – residents want an environment where people look out for each other
- Health promotion and education – whilst more has been done, particularly in schools, people, particularly children, are still making poor choices
- Worklessness – continues to be high and creates complex social and well-being issues
- Someone should be able to integrate better the initiatives taken in hospitals, schools, and the council
- Alcohol – is still causing a lot of problems in the neighbourhood, but also for families
- Residents want to be involved, in the community, or through voluntary organisations
- Services for older people
- Health services should be provided within the community:
  - For the elderly
  - In managing long term conditions
  - Screening services
  - Footcare
  - Services for young people
- A feeling of greater safety – which has clear links to well being and mental health



## **2.5 The Voluntary and Community Sector (VCS)**

There are many community and voluntary groups in Haringey with a focus on improving health and wellbeing in the borough. Some of these are local arms of large well known charities, others are small and are responding to the specific needs of the local community.

The VCS Wellbeing Theme Group brings these organisations together to consult on and influence the Haringey Strategic Partnership and its members on health and wellbeing priorities in the borough. HAVCO as the community and voluntary infrastructure organisation in Haringey work with the sector to build their capacity and assist with funding applications and quality matters. They recognise that the challenges for many voluntary and community groups remain premises- having a recognisable “shopfront” and funding. HAVCO can see a valuable role for the Trust as being an effective intermediary between the statutory and other funders and the community and voluntary groups on health and wellbeing issues. Some voluntary and community groups utilise space in The Laurels and this has proven successful in being able to access their target clients. Historically, the rental was free to the group but more recently a charging structure has been introduced - moving to a position over time of full cost recovery.

## **2.6 What this means for the successor body- The Trust**

All of these factors point to a clear role for The Trust as the successor body.  
A role which:

- Builds on the successes of the NDC programme and fully utilises its assets, specifically The Laurels Healthy Living Centre. In time, further assets could also be built into this model.
- Works to address the health and social care priorities in the area through the Laurels and through other channels
- Works to assist the Local Authority, NHS Haringey and the MHT meet their objectives through greater involvement of the community
- Supports and facilitates voluntary and community organisations to address the health and social care priorities

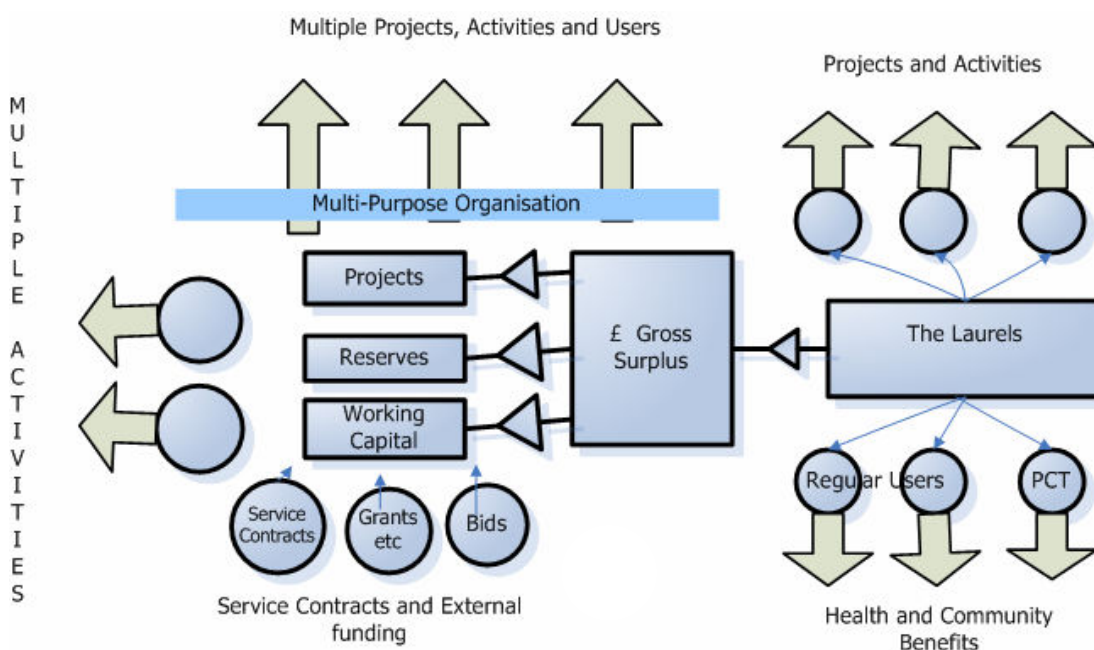
Its role will over time broaden to address other factors which collectively impact on the health and wellbeing of the community –particularly skills and employment.

### 3. The Operational Plan

This section sets out what The Trust will do and the services it will deliver. It outlines how the organisation will operate and work with its key partners.

The successor body will operate as a community organisation. Community-based organisations provide an important alternative, bottom up, self-help approach that complements the interventions of most external agencies. The existence of strong sustainable community-based organisations offers significant benefits to public sector service providers. These agencies have the knowledge that there are organisations working locally that can tap into resources and networks that are not open to them. The activities that these organisations undertake can forestall the call on their services, complement those that they deliver, and provide early warning signs of changing needs.

The Trust will therefore be a multi-purpose organisation, as recognised in the recently published work on Community Assets, and Community Ownership<sup>(i)</sup> It will have a range of income sources, whilst maintaining a very simple internal structure.



After 'Community Assets: the benefits and costs of community management and Ownership, Stephen Thake, Reader in Urban Policy, Centre for Social and Evaluation Research, London Metropolitan University  
[www.communities.gov.uk/publications/communities/communityassets](http://www.communities.gov.uk/publications/communities/communityassets)

The income sources will be:

- Income from leasing space in the Laurels Healthy Living Centre to regular users such as primary care services
- Income from the rental of space to enable multiple projects, activities and users to deliver services within the remit of The Trust. These could be social enterprises, community groups, or commercial tenants.
- Delivery of service contracts for the statutory agencies and other organisations
- Income from grants

In order to take on contracts on a commercial basis, the new organisation will:

- Meet the necessary quality criteria, by putting in place appropriately experienced, skilled staff, management structure and quality assurance procedures. These are further detailed in Sections 8 and 10.
- Demonstrate commercial viability through this Business Plan. The financial projections are detailed in Appendix 1.
- Show evidence of sound governance, and clarity of purpose, through having well-defined roles, and structural safeguards for the protection of the community assets and utilisation of surplus generated.

### **3.1 The Services**

The Trust will deliver the following services. It will have the flexibility to extend beyond the strictly delineated geographic boundaries of the NDC. These boundaries have caused some on-the-ground anxieties for residents marginally outside the area, but equally in need. A 'greying' of the existing boundaries will be helpful to all. It will be a community facility open to who ever needs to access it.

#### **(1) The Laurels Healthy Living Centre as a place for the delivery of NHS Haringey and Mental Health Trust services**

These services are already in place and will grow to reach more people and to provide a wider range of services. This development is in line with the intention to develop the Laurels into a polyclinic. NHS Haringey would like to extend the services provided at the Laurels as do the Mental Health Trust.

The existing services are:

GP Services  
Development Checks  
Dietetics  
Family Planning  
Midwives  
New born hearing screening  
Speech Therapy  
Spirometry  
Counselling  
Health Visitor sessions  
Camidoc

The NDC has already influenced an increase in the availability of NHS Haringey services, in line with resident wishes. From April 2008 the following services became available at The Laurels:

Footcare  
Phlebotomy  
Diabetic clinics  
Baby Immunisations

The Mental Health Trust (MHT) is also looking to offer early stage therapy from The Laurels. This will involve a full time clinical technician plus a room with 3-5

computers. They would be able to treat approximately 20 patients per day. In particular the MHT need to offer services to the large Turkish and Kurdish population in the area where they know there are high rates of depression and domestic violence.

## **(2) The delivery of preventative health, wellbeing and social care services through the Laurels Healthy Living Centre and through outreach**

The preventative health, wellbeing and social care issues will include:

Health advice- delivered in culturally sensitive ways

Nutrition and dietary advice- healthy eating

Substance misuse and addiction services

Counselling services

Language support

Advocacy

Complementary therapies

Welfare rights

The Trust will maximise the use of the space within the Laurels to both deliver these services directly and importantly through other organisations- using the community and voluntary sector as much as possible. It will not be enough to rely on people coming in to the Laurels and outreach services will be essential to reach those people particularly hard to reach. The Trust will promote volunteering and support people in the community to fulfil this important role.

## **(3) Providing accommodation, space and other services to the voluntary and community sector**

This builds on the current practice whereby voluntary and community groups utilise the NDC space within The Laurels. Historically this was rent free but latterly a rental model has been introduced to move to a full recovery position. The Trust will maximise the utilisation and occupancy of the space available to the voluntary and community sector while achieving competitive rates for rental income. The Trust will extend its operating hours to operate longer in the evening and over the weekend. This responds to feedback from the community and in addition opens its doors to a wider range of organisations as well as the community. In addition to the rental of space, the Laurels will accommodate events, workshops and drop-ins which a wider range of organisations can utilise. When referring to voluntary and community groups we are talking about small local groups as well as larger organisations with local representation.

The existing Café space will be a key feature of the accommodation and service package. There needs to be a review of the need for a café as apposed to a pharmacy. The financial forecasts assume income for rent of the café space.

The shared community room will be rented to five not for profit organisations working on health, well being or social care issues with the local community. This space at an affordable rate gives these organisations a base from which to operate and provides easy access for the community.

The other rooms will be available on a sessional basis. The Trust will market these to a wide range of charities, the community and voluntary sector, statutory bodies and private companies. The following are given purely as examples of how organisations might use the facilities, in what ways and importantly how these meet the vision of the Trust. There are no firm commitments in place from any of the organisations mentioned. These are proposed by way of example of the kind of services the Trust might consider.

- Healthy Living Advisers to run events and surgery sessions for parents and children

**The rate of obesity among children is higher than the national average**

- MIND to hire the meeting room on a regular basis for people experiencing depression

**There are high rates of mental health needs in the area**

- Age Concern to hire a consulting room to hold surgery sessions with older people giving them advice on benefits and other support

- St Mungos to hire a consulting room on a weekly basis for a GP to meet with homeless people advising them on health matters

**The population is very transient**

- The Alzheimer Society could hire the café and surrounding area for a drop in for people and their families

- The Café could be used to do healthy eating talks and demonstrations

**Helping to tackle the obesity problem**

- The Citizens Advice Bureau could do regular surgery sessions as could other organisations giving advice and information- perhaps to certain community groups and in the appropriate language.

**A significant percentage of people have language needs**

- A refugee/asylum seeker support group could provide advice on health and social care.

**There are a large percentage of refugees and asylum seekers with associated health issues**

#### **(4) An Advocacy and Voice for the community**

The Trust will represent the community on health and wellbeing issues in liaison with the London Borough of Haringey, NHS Haringey and MHT and other statutory bodies and agencies. Similarly they will provide an access channel to the community for these bodies. This role will be achieved through the composition of the Board of the Trust and through the creation of a service user participation group. The Trust will plan and manage regular workshops, forums and events as appropriate. The Trust will be represented on the Haringey Local Strategic Partnership.

#### **(5) Expertise and a Coordination role**

To liaise with key stakeholders on health and wellbeing matters, to tender for funding from a range of sources and manage the effective delivery of these contracts.

A key role of the Trust will be expertise to liaise with the statutory bodies, to tender for funds to deliver a wider range of services to the community and to manage the delivery of these services within the community and voluntary sector. The Trust will work with HAVCO and support bringing the VCS together on collaborative tenders to develop the capacity of the VCS to deliver. It will identify gaps in provision and support the development of delivery channels- again using the community wherever possible. The Trust will have expertise in tendering and funding applications and in contract management and delivery.

These services will be built up over the five year period of this plan with the Laurels Healthy Living Centre as the starting point and a forecast target income by March 2016 of over £1 million.

### **3.2 Rental of Space within The Laurels**

A key objective of The Trust will be to maximise the occupancy and utilisation of the space within The Laurels for health, wellbeing and social care services. This will extend the range of services to the community, improve access by extending the operating hours and at the same time maximise the income which can be reinvested in the community.

- The Trust will rent out the rooms in its part of The Laurels to a range of organisations working within the health, wellbeing and social care arena
- These organisations will be from the private, charitable and community and voluntary sector including social enterprises.
- We want to encourage and support a flexible use of the space and so the following arrangements will be established.
- Some space will be available for rental on affordable terms for the community and voluntary sector delivering health and well being services to the community.
- The Trust will support the establishment of new community and voluntary groups where these meet an identified need and existing gap in provision by offering space on these affordable terms and by providing additional support through the expertise of The Trust and key partners such as HAVCO.
- Some space will be available for rent on a sessional basis designed to maximise the range of organisations using The Laurels and reaching the community.

- The operating hours of the Laurels will be maximised and sessional hire will be based on the following sessional arrangements
  1. 09.00-12.30
  2. 13.30-17.00
  3. 17.30-21.00
  4. 10.00-13.00 ( Saturday mornings)
  
- The sessional rates are detailed in Appendix 2 and have been developed following research into comparative fee structures in a range of community organisations
- The Trust will market the space to the relevant private providers and the larger charities/bodies as a key access point for the community
- The Trust will maximise the occupancy of the space over the period of this plan from 30% occupancy in year 1 to 60% occupancy by year 4. A 10% increase each year should be easily achievable.
- As previously described, the focus at the outset will be health and wellbeing and over time it may be feasible to use the space for a wider remit.
- Where The Trust is delivering services directly and using space within The Laurels to do so, the rental cost will be built into the service overheads.

### **3.3 Working Practices**

The Trust will establish the following working practices:

- An initial small core team of 4 (3 FTE) people will operate the basic services of the Trust at the Laurels
- The Laurels Project Manager will have specific responsibility for the overall management of The Laurels Healthy Living Centre reporting to The Trust Director
- As is currently the case, facilities management will be contracted out to a management company
- NHS Haringey services delivered at The Laurels will be managed by a NHS Haringey Manager as now
- The Laurels Project Manager will manage the utilisation of the dedicated Trust space
- A Laurels Operating Guide will set out what type of organisation can use The Laurels to ensure they are aligned with the purpose of The Trust and the conditions of use.
- The Laurels Project Manager will promote the Laurels and attract a number of voluntary community organisations into the Laurels, delivering relevant services, and work with these organisations where necessary to up skill them and ensure they are self-supporting.
- The Bridge Project and Contracts Manager will work with The Bridge Chief Executive to develop and deliver a range of project and contracts.

For additional commissioned services, the Trust will:

- Recruit or contract additional people as needed
- Ensure all additional overhead costs such as space, are fully costed into the tender finances
- Strictly adhere to financial and performance reporting requirements

#### 4. Legal Structure and Governance

The Trust will have as its purpose:

- Improved services
- Local accountability and involvement
- Social Return on Investment
- Commitment to serving the community

The Trust will be company limited by guarantee and a charity governed by a Board of Trustees. It is proposed that a maximum of 10 Directors/Trustees are drawn from a balance of the following sources:

- |  |   |
|--|---|
| • Local residents (including NDC Resident Board members) | 4 |
| • London Borough of Haringey                             | 2 |
| • NHS Haringey   | 1 |
| • Mental Health Trust                                    | 1 |
| • Co-opted Members eg legal and financial expertise      | 2 |

No one group will dominate the Board. Directors will be chosen to ensure an appropriate skills mix is available. This skills mix should include:

- Members of the community who understand the community and its diversity
- An understanding of health issues
- Legal
- Financial
- General organisational and management skills.

Community members will be selected by a transparent process of nomination with selection by a panel of other members of the Board. A development programme for the Board will be put in place.

The transition period involving initial Trustees appointed by the NDC Partnership Board will allow for some continuity whilst enabling other people to become involved. As one of the underpinning requirements for the success of The Trust will lie in having an appropriately high quality Board, the selection of members will be key.

**A Service User Participation Group** will also be established to inform the future development and improvement of the services provided through the Trust.



## **5. Premises and the Laurels Lease Arrangements**

The current lease arrangements are as follows:

1. Circle 33 is the Head lease holder and the landlord to the Mayor and Burgesses of the London Borough of Haringey (the Council)
2. The Mayor and Burgesses of the London Borough of Haringey (the Council) are the tenants of Circle 33, having the lease of the building for 125 yrs
3. The Mayor and Burgesses of the London Borough of Haringey (the Council) is the landlord of the Haringey Teaching Primary Care Trust,
4. NHS Haringey, formerly Haringey Teaching Primary Care Trust, holds a sublease and is the tenant of council (25 yrs at market rent)
5. NDC is a sub tenant of NHS Haringey (25 year)

It is proposed that the current lease arrangements will be maintained with the 25 year NDC sub-tenancy being re-assigned to The Bridge Renewal Trust. The Successor body will also derive benefits from the rental income from the building. Haringey Council does not derive any direct financial benefit from any of the lease arrangements.

## 6. The Financial Plan

Financial spreadsheet relating to Years 1 to 5 of activities is shown in Appendix 1. Key assumptions are:

- The major stakeholders including Haringey Local Authority, NHS Haringey and the MHT all contract for service delivery with The Trust. They have all indicated a willingness to do this, although the amounts assumed are relatively small.
- The rental pricing structure outlined in Appendix 2 is implemented for the dedicated Trust space with an increase in occupancy over the 5 years of 30% to 60%.
- The current Café space is rented out to, say, a pharmacy service
- The Laurels is currently the only asset used for planning purposes, although future growth to include other assets should not be discounted.
- Activities are based on community health care services
- To grow further, there will need to be further assets involved.

This creates an organisation turning over £0.5m per year by year five, employing an initial core staff of 3 FTE.

### 6.1 Financial Management

Income and Surplus Available for Reinvestment given the above assumptions:

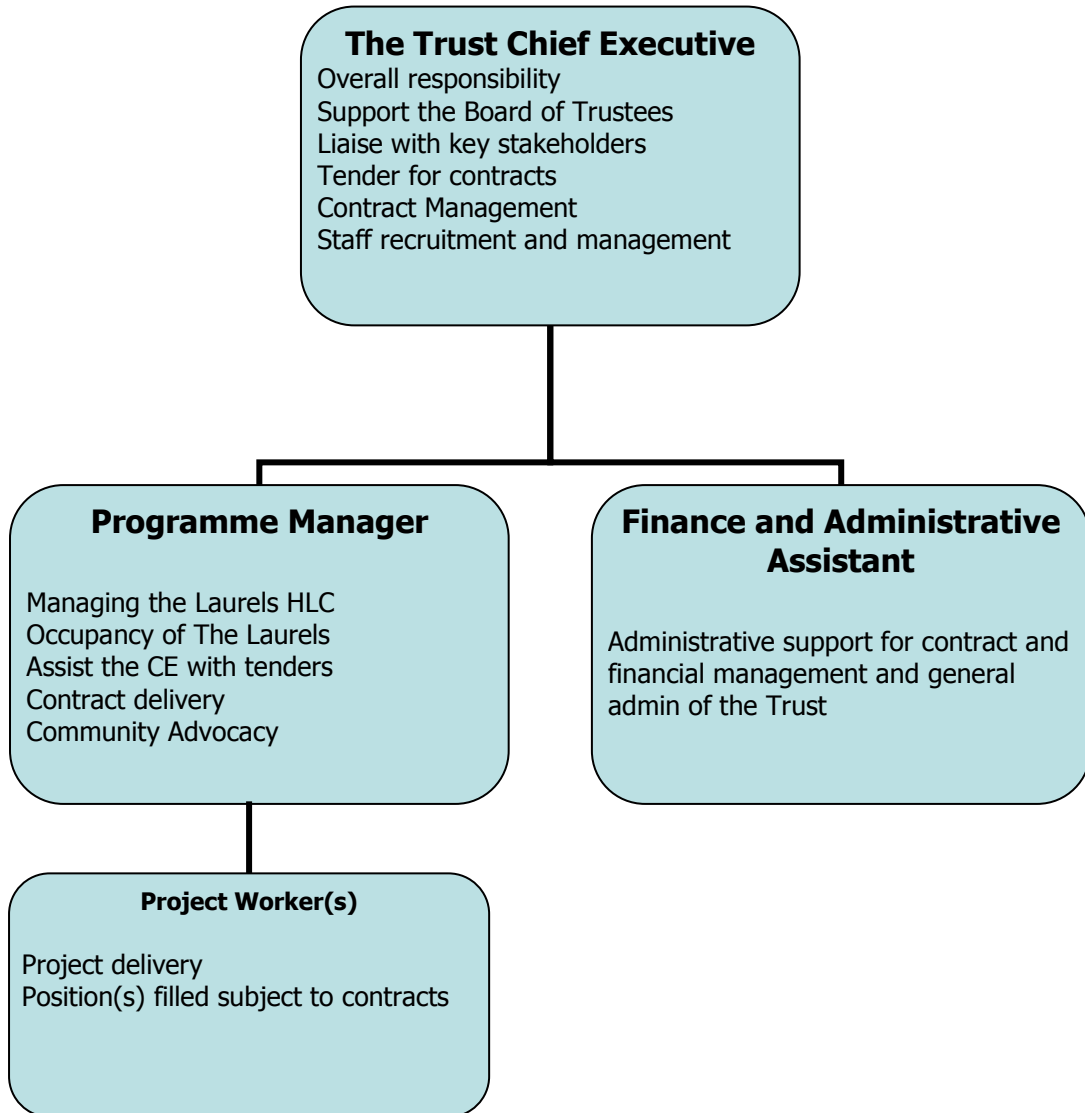
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
<b>TOTAL INCOME</b>	<b>£555,000</b>	<b>£432,000</b>	<b>£509,700</b>	<b>£512,889</b>	<b>£551,663</b>	<b>£2,561,252</b>
<b>TOTAL EXPENDITURE</b>	<b>£358,706</b>	<b>£417,830</b>	<b>£495,092</b>	<b>£504,994</b>	<b>£546,544</b>	<b>£2,323,165</b>
<b>RETAINED NET SURPLUS/CONTINGENCY</b>	<b>£196,294</b>	<b>£14,171</b>	<b>£14,608</b>	<b>£7,895</b>	<b>£5,120</b>	<b>£238,087</b>

## **7. Accountability**

- As a company with charitable objectives, the Trust will be as focused on activities that is for public benefit.
- It will be obliged by charity commission to serve the interest of the community thus keeping its aims fixed on its public benefit.
- As a small local organisation with a limited number of commissioning clients, it will be obliged to focus firmly on reliable delivery and agreed outcomes, in order to sustain a flow of delivery contracts.

## 8. People, management and roles

The Trust will start up with lean people resources, building these over time as needed. In order to manage and deliver the above services the starting structure will be:



### The Trust Chief Executive

Overall responsibility reporting to the Board of Trustees. Specific responsibility for liaison with the key stakeholders and statutory bodies in order to communicate the needs of the local community. Identifying funding opportunities which meet The Trust's goals and tendering for contracts will be important. Will be responsible for representing and promoting The Trust, recruiting and managing staff.

### Programme Manager

Responsibility for managing The Laurels Healthy Living Centre within the Trust organisation. They will

- maximise occupancy and utilisation of the Laurels facility
- Liaise with the managers of NHS Haringey services being delivered from The Laurels
- Work closely with the CE to identify service gaps and funding opportunities
- Responsible for the project and contract delivery working with the project team- whether they are employed, contracted, volunteers or other community and voluntary organisations.

### **The Finance and Contract Assistant**

Responsible for all administration and basic financial and contract management.

It would greatly help the Trust to attract the appropriate calibre and experience level if the staff employment terms and conditions were similar to those offered by Haringey Council at present. In particular the pension could be part of the council scheme, as has been the case in other similar successor bodies.

## 9. Communication and Community Engagement

There are four strands to the marketing and promotion of The Trust.

- Marketing to the statutory bodies and other organisations with the purpose of securing commissions and grants for services. This will be done by the Board of Trustees and by the Chief Executive through effective relationship building and management
- Marketing the Laurels space to a wide range of private, community and voluntary organisations. This will be the responsibility of the Programme Manager who will undertake tours, events, proactive contact to achieve the occupancy targets. The Programme Manager will develop a calendar of events and workshops which will be promoted to the local community directly and through relevant organisations
- Promoting the Trust to the community as the access point for health, wellbeing and social care issues and as the body that listens and influences public health providers. This will be achieved by:
  - Effective delivery on the ground
  - Outreach work deploying local community workers and volunteers
  - The Service User Participation Group
  - By a regular programme of forums and consultative events
- NHS Haringey, the MHT and community and voluntary organisations will want to action their own marketing. This will be within the overall brand of The Trust brand and this will be a condition of lease and room hire.

### 9.1 Community Engagement

The engagement of the community is essential to secure the success of The Trust and will be achieved by:

- Local resident representation on the Board of Trustees.
- A Service User Participation Group
- Opening up The Laurels to the community and voluntary sector-for more organisations to use and with extended opening hours
- Recruiting and training volunteers from the community to outreach to the "hard to reach" and to deliver awareness and information. The Trust will seek funding to action this. This will not only deliver health messages to the community but will up-skill and engage the volunteers.
- An annual community/social audit which will engage the community in improving the services being delivered

## **10. Quality Assurance**

To be the community organisation with which local stakeholders want to contract, the Trust will achieve high quality standards of delivery.

- It will be well governed with a balanced and skilled Board of Trustees
- The employed team will be capable with a proven track record of relevant work and achievement that builds on the track record of the NDC
- Volunteers will be recruited and managed using professional people management practices
- Service delivery will be tightly monitored and managed - both for projects delivered directly or through other organisations
- In partnership with HAVCO, Support will be given to develop the capacity of community and voluntary groups
- The Trust will invite regular feedback from the Service User Participation Group on the quality of services on how they can be improved
- The Trust will action an annual community /social audit deriving feedback from the community and from all other stakeholders. This will provide the basis on which to plan ongoing improvements
- The Trust will seek quality accreditations such as Customer First and Investor in people (IiP) where these will demonstrably improve the quality of services and /or are essential to secure grants and contracts.

### **10.1 Monitoring and Evaluation**

Regular monitoring and evaluation of performance will be essential for the Trust, both for any commercial contracts undertaken, and also in terms of regular reviews of performance against this and other plans.

## 11. Meeting the Local Area Agreement Outcomes

The Trust is committed to working in close and effective partnership with Haringey council and all stakeholders to meet local needs and deliver the LAA outcomes in the area of benefit. We will achieve this by improving access to appropriate services without taking over the delivery of statutory services.

<b>Community Strategy/Priority</b>	<b>National Indicators Set</b>	<b>The Trust Objectives/Targets</b>
Economic vitality prosperity shared by all	Working age people claiming out of work benefits NI153 16- 18 year olds not in education, training or employment NI 117	<ul style="list-style-type: none"> <li>• Improved access and provision of health, well being, social care services which will impact on economic prosperity of all</li> <li>• Support for community and voluntary groups</li> <li>• Using the community to deliver outreach services</li> <li>• Initial focus on health and wellbeing – in time broaden remit to skills &amp; employment</li> </ul>
Be safer for all	Drug users in effective treatment NI 40 Reduce the harm caused by illegal drugs Repeat Incidents of Domestic Violence NI 32	<ul style="list-style-type: none"> <li>• The Laurels HLC as a place for delivery of NHS Haringey and MHT services</li> <li>• Delivery of preventative health, wellbeing and social care services through the Laurels and through outreach, such as provision of substance misuse and addiction services</li> </ul>
Healthier people with a better quality of life	Early access of women to maternity services NI126 Prevalence of breast feeding at 6-8 weeks from birth NI53 Under 18 conception rate NI112 Prevalence of Chlamydia in under 20 year olds NI113 16+ current smoking rate prevalence NI123 Alcohol harm related hospital admission rates NI 39 Mortality rate from all circulatory diseases NI121	<p>The Laurels HLC as a place for delivery of NHS Haringey and MHT services</p> <ul style="list-style-type: none"> <li>• Promote the benefits of active living</li> <li>• Smoking cessation clinics</li> <li>• Alcohol related services</li> </ul> <p>Delivery of preventative health, wellbeing and social care services through the Laurels and through outreach</p> <ul style="list-style-type: none"> <li>• Access to HIV testing</li> <li>• Support for families with children with a disability through drop ins and through voluntary homecarers</li> <li>• Provision of maternity services</li> <li>• Healthy Eating awareness</li> <li>• Sexual health and sexually transmitted diseases clinics</li> </ul>



	Number of vulnerable people achieving independent living NI141	
<p>People and customer focused</p> <p>People at the heart of change</p>	<p>% of people who feel that they can influence decisions in their locality NI4</p> <p>Fair treatment by local services NI140</p> <p>Participation in regular volunteering NI6</p> <p>% of people who believe people from different backgrounds get on well together in their local area NI1</p>	<ul style="list-style-type: none"> <li>• To fulfil an advocacy and conduit role</li> <li>• Expertise and Co-ordination</li> <li>• Providing accommodation, space and other services to the voluntary &amp; community sector</li> <li>• Delivery of services through outreach using the community</li> </ul> <p>The Trust to manage the delivery of services commissioned by the statutory bodies</p> <p>Service User participation group</p> <p>Represented on the HSP</p> <p>Local people on the Board of Trustees</p> <p>Engage local people in volunteering roles such as volunteer carers, leaders of activity sessions, healthy eating advisers</p>

**12. Risk Analysis** *Reference has been made to The Quirk Review of community management and ownership of public assets (ii)*

<b>Risk</b>	<b>Actions to mitigate</b>
Laurels is not transferred to the successor body	<ul style="list-style-type: none"> <li>➤ Start discussing lease arrangements with London Borough of Haringey and NHS Haringey as soon as possible. An immediate requirement is the gifting of surplus income from the Laurels to the NDC Successor body (This figure is currently £285,000 per year <b>plus</b> savings made by the NDC which the Council has been carrying forward every year - this amounts to £225,000 at the end of 2008/09)</li> </ul>
The Trust does not have the capacity to take over and manage the asset	<ul style="list-style-type: none"> <li>➤ Clear definition of the required people resource and capabilities required</li> <li>➤ The composition and skills of the Board of Trustees</li> <li>➤ Develop an organisational development plan and adopt relevant quality standards.</li> <li>➤ Effective transition plan pre transfer</li> </ul>
The asset is not managed effectively and remains under-utilised	<ul style="list-style-type: none"> <li>➤ Viable business plan</li> </ul>
The asset is not used in the public interest- taken over by an unrepresentative or unaccountable minority. Access to the asset is not inclusive	<ul style="list-style-type: none"> <li>➤ Establishing The Trust as a charity with the asset lock and subject to public benefit assessment</li> <li>➤ Composition of the Board</li> <li>➤ The provision of space for community development support to smaller community and voluntary organisations</li> <li>➤ Leasehold and "Expectations Document" which set out how the assets can be used</li> <li>➤ Establishment of a Service User Participation Group</li> </ul>
The Trust is unsuccessful in securing the projected income through commissioning, grant and bid funding	<ul style="list-style-type: none"> <li>➤ Modest income projections until The Trust is fully established</li> <li>➤ Establish a diverse income stream</li> <li>➤ Build expertise and capability within the team ref securing funding/building relationships etc</li> <li>➤ Prove track record of delivery, and the contribution the Trust can make to LAA and NHS Haringey targets</li> </ul>
The former Café space is not let	<ul style="list-style-type: none"> <li>➤ Explore various options for use of the space including pharmacy and other usage by NHS Haringey and VCS.</li> </ul>
Further assets are not forthcoming	<ul style="list-style-type: none"> <li>➤ Demonstrate to London Borough of Haringey that the Trust is not just 'a safe pair of hands' but also innovative by making a success of the Laurels as a</li> </ul>

	community facility. ➤ Strong and effective governance
The Trust is not recognised as a representative voice of the community	➤ Demonstrate to Key Stakeholders that all interests are accommodated and ensure the organisation has transparent governance and operation

### **13. Transition Plan**

A plan for the transition to The Trust is detailed in the attached project plan. This shows the key issues to be addressed before the NDC funding ends and a proposed timeline.

This affords The Bridge NDC a significant period of time to gear up to the following challenges:

- Provision of crucial support and resourcing from the NDC whilst it is operational
- Working with NHS Haringey and MHT to develop a plan of action for NHS Haringey and MHT services delivered within the Laurels and to refine operating practices
- To pilot and plan a range of community based health and wellbeing services
- To test the rental and pricing policy for the Trust space and refine procedures
- To promote and market The Trust in advance of its official launch
- To build relationships with the statutory bodies and other organisations
- To gear up capacity for tendering for contracts
- To refine the services based on ongoing consultation and feedback with the local community
- To achieve the rental of the former café space

### Transition Plan June 2009 - March 2011

	<b>Apr-June 2009</b>	<b>Jul-Sept 2009</b>	<b>Oct-Dec 2009</b>	<b>Jan-Mar 2010</b>	<b>Apr-June 2010</b>	<b>Jul-Sept 2010</b>	<b>Oct-Dec 2010</b>	<b>Jan-Mar 2011</b>
Appoint three initial Trustees from the NDC Board to manage the transition plan								
Set up Company limited by guarantee								
Apply for and secure Charitable Status								
Recruitment of Full Board of Trustees (x10)								
Utilise the Health Theme Working Group as consultative group during the transition								
Initiate and agree Forward strategy for The Laurels with the Council, NHS Haringey & MHT								
Develop & deliver marketing plan to promote the Laurels space								
Secure ongoing external contracts								
Recruit key staff starting with Director and project delivery staff								
Review governance and operations of the Trust and implement changes as appropriate								

## Appendix 1 Financial Plan Year 1 - 5

### Income and expenditure account

	Yr 1	Yr 2	Yr 3	Y4	Yr 5	Total
<b>INCOME</b>						
<u>Rental Income</u>						
The Laurels- Gifted income	£285,000	£285,000	£285,000	£285,000	£285,000	£1,425,000
Room rental income	£8,000	£10,000	£12,000	£14,000	£16,000	£60,000
Pharmacy rental income		£10,000	£10,300	£10,609	£10,927	£41,836
Laurels Start Up Fund (from unspent income from the Laurels)	£225,000					£225,000
<u>External Contracts</u>						
NDC Projects	£15,000					£15,000
Health Projects (NHS/MHT)	£20,000	£75,000	£100,000	£100,000	£100,000	£395,000
Employment Projects		£25,000	£50,000	£50,000	£50,000	£175,000
Other Bids Projects (eg capacity building etc)		£25,000	£50,000	£50,000	£85,000	£210,000
<b>TOTAL INCOME</b>	<b>£553,000</b>	<b>£430,000</b>	<b>£507,300</b>	<b>£509,609</b>	<b>£546,927</b>	<b>£2,546,836</b>
<b>EXPENDITURE</b>						
<u>Facility Costs</u>						
Service charge payable to Circle 33	£9,456	£9,692	£9,935	£10,183	£10,438	£49,704
Rent payable to NHS Haringey	£95,000	£95,000	£95,000	£95,000	£95,000	£475,000
<b>TOTAL FACILITY COSTS</b>	<b>£104,456</b>	<b>£104,692</b>	<b>£104,935</b>	<b>£105,183</b>	<b>£105,438</b>	<b>£524,704</b>
<u>Staff Costs</u>						
Chief Executive	£50,000	£51,500	£53,045	£54,636	£56,275	£265,457
Programme Manager	£35,000	£36,050	£37,132	£38,245	£39,393	£185,820
Finance and Admin Assistant	£20,000	£20,600	£21,218	£21,855	£22,510	£106,183
On costs (@ 20%)	£21,000	£21,630	£22,279	£22,947	£23,636	£111,492
Staff Training (@4% of payroll)	£3,400	£3,502	£3,607	£3,715	£3,827	£18,051
Staff Travel	£1,500	£1,500	£1,500	£1,500	£1,500	£7,500
<b>TOTAL STAFF COSTS</b>	<b>£130,900</b>	<b>£134,782</b>	<b>£138,780</b>	<b>£142,899</b>	<b>£147,141</b>	<b>£694,502</b>
<u>Direct Costs towards Charitable Objectives</u>						
Scholarships (Medical/Health Fileds)		3000	6000	9000	12000	£30,000
Laurels Funded Projects	40000	40000	40000	40000	40000	£200,000
NDC Projects	£13,500.0	£0.0	£0.0	£0.0	£0.0	£13,500
Health Projects (NHS/MHT)	£18,000.0	£67,500.0	£90,000.0	£90,000.0	£90,000.0	£355,500
Employment Projects	£0.0	£22,500.0	£45,000.0	£45,000.0	£45,000.0	£157,500
Other Bids Projects (eg capacity building etc)	£0.0	£22,500.0	£45,000.0	£45,000.0	£76,500.0	£189,000
<b>TOTAL CHARITABLE OBJECTIVES</b>	<b>£71,500</b>	<b>£155,500</b>	<b>£226,000</b>	<b>£229,000</b>	<b>£263,500</b>	<b>£945,500</b>
<u>Marketing and Promotion</u>						
Marketing materials	£5,000	£2,500	£2,500	£2,500	£2,500	£15,000
Events	£2,000	£2,060	£2,122	£2,185	£2,251	£10,618
Website development	£10,000	£1,000	£1,000	£1,000	£1,000	£14,000
<b>TOTAL MARKETING COSTS</b>	<b>£17,000</b>	<b>£5,560</b>	<b>£5,622</b>	<b>£5,685</b>	<b>£5,751</b>	<b>£39,618</b>
<u>Other Overheads</u>						
Evaluation	£1,500	£1,545	£1,591	£1,639	£1,688	£7,964
Set up costs	£20,000	£0	£0	£0	£0	£20,000
Equipment, Purchase, Hire and Repair	£1,000	£1,030	£1,061	£1,093	£1,126	£5,309
Printing Stationery and Office Expenses	£1,500	£1,545	£1,591	£1,639	£1,688	£7,964
Photocopier hire	£500	£515	£530	£546	£563	£2,655
Computer Costs	£500	£515	£530	£546	£563	£2,655

Telephone and broadband	£1,200	£1,236	£1,273	£1,311	£1,351	<b>£6,371</b>
Post and courier	£200	£206	£212	£219	£225	<b>£1,062</b>
IT support	£600	£618	£637	£656	£675	<b>£3,185</b>
Payroll services	£300	£309	£318	£328	£338	<b>£1,593</b>
Bank Fees	£200	£206	£212	£219	£225	<b>£1,062</b>
Legal Fees	£1,000	£1,030	£1,061	£1,093	£1,126	<b>£5,309</b>
Audit	£500	£515	£530	£546	£563	<b>£2,655</b>
Insurance	£2,000	£2,060	£2,122	£2,185	£2,251	<b>£10,618</b>
Other Professional Fees	£2,000	£2,060	£2,122	£2,185	£2,251	<b>£10,618</b>
Board expenses and trustee training	£1,600	£1,648	£1,697	£1,748	£1,801	<b>£8,495</b>
Depreciation	£250	£258	£265	£273	£281	<b>£1,327</b>
<b>TOTAL OTHER OVERHEADS</b>	<b>£34,850</b>	<b>£15,296</b>	<b>£15,754</b>	<b>£16,227</b>	<b>£16,714</b>	<b>£98,841</b>
<b>TOTAL EXPENDITURE</b>	<b>£358,706</b>	<b>£415,830</b>	<b>£491,092</b>	<b>£498,994</b>	<b>£538,544</b>	<b>£2,303,165</b>
<b>RETAINED NET SURPLUS/CONTINGENCY</b>	<b>£194,294</b>	<b>£14,171</b>	<b>£16,208</b>	<b>£10,615</b>	<b>£8,384</b>	<b>£243,671</b>

### Financial Forecast Year 6 - 10

	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Total
<b>TOTAL INCOME</b>	<b>601,620</b>	<b>661,782</b>	<b>727,960</b>	<b>800,756</b>	<b>880,832</b>	<b>6,219,787</b>
<b>TOTAL FACILITY COSTS</b>	108,074	118,881	130,769	143,846	158,231	<b>1,184,506</b>
<b>EXPENDITURES</b>						
TOTAL STAFF COSTS	150,819	165,901	182,491	200,741	220,815	<b>1,615,269</b>
TOTAL CHARITABLE OBJECTIVES	270,088	297,096	326,806	359,486	395,435	<b>2,594,411</b>
TOTAL MARKETING COSTS	5,895	6,484	7,133	7,846	8,631	<b>75,607</b>
TOTAL OTHER OVERHEADS	17,132	18,845	20,729	22,802	25,082	<b>203,431</b>
<b>TOTAL EXPENDITURE</b>	<b>552,007</b>	<b>607,208</b>	<b>667,929</b>	<b>734,722</b>	<b>808,194</b>	<b>5,673,225</b>
<b>RETAINED NET SURPLUS/CONTINGENCY</b>	<b>49,613</b>	<b>54,574</b>	<b>60,031</b>	<b>66,035</b>	<b>72,638</b>	<b>546,562</b>





**Appendix 2: Rental Income from The Laurels 2009/10 - 2013/14****Appendix 2: Rental Income from The Laurels 2009/10 - 2013/14**

Space	Rental Basis	Unit Cost	Full Occupancy Calculation  (based on 44 weeks per year)	Year 1 40%	Year 2 50%	Year 3 60%	Year 4 70%	Year 5 80%
<b>NHS HARINGEY space 1392.50 sqm</b>	Sub lease	£285,000 pa	n/a	£285,000	£285,000	£285,000	£285,000	£285,000
<b>The Trust Space</b>								
<b>Shared Community Room 52.80 sqm</b>	Rental	4 desk spaces	6000	£2,400	£3,000	£3,600	£4,200	£4,800
<b>Pharmacy (former Kitchen and store) 46.1sqm</b>	Rental	£190 psm	£8,759		£8,759	£9,022	£9,292	£9,517
<b>Consulting Room 1 12sqm</b>	Sessional	£10 per hour	£13,200	£5,280	£6,600	£7,920	£9,240	£10,560
<b>Consulting Room 2 12sqm</b>	Sessional	£10 per hour	£13,200	£5,280	£6,600	£7,920	£9,240	£10,560
<b>Consulting Room 3 12.2 sqm</b>	Sessional	£10 per hour	£13,200	£5,280	£6,600	£7,920	£9,240	£10,560
<b>NDC Groom Room (next to consulting rooms) 23.3sqm</b>	Waiting area							
<b>Sub Total (Trust Space)</b>			54359	£18,240	£31,559	£36,382	£41,212	£45,997
<b>Total (Gifted and Rental)</b>				£303,240	£316,559	£321,382	£326,212	£330,997

**Notes and Assumptions**

- Assumes no increase in rental costs over the 5 year period

### Appendix 3: Summary of Consultation

Cllr Bob Harris	Cabinet Member for Adult Social Care and Well-being, London Borough of Haringey
Cllr Clare Kober	Leader, London Borough of Haringey
Cllr Isidoros Diakedes	Councillor, Former Cabinet Member for Housing Services, London Borough of Haringey
Niall Bolger	London Borough of Haringey, Director of Urban Environment
Helena Pugh	London Borough of Haringey, Health Development, Adult Services
James Slater	Haringey NHS HARINGEY, Director of Commissioning and Performance
Christina Gradowski	Haringey NHS HARINGEY, Former Director of Corporate services and Partnership
Maria Kane	Chief Executive, Haringey MHT
Paul Head	Vice Chair, Haringey Strategic Partnership
Pam Pemberton	HAVCO
Yolande Burgess	Partnerships Director LSC London North Wellbeing Theme Group

### References

(i)Community Assets and Community Ownership  
[www.communities.gov.uk/publications/communities/\*\*communityassets\*\*](http://www.communities.gov.uk/publications/communities/communityassets)

(ii)The Quirk Review  
[www.communities.gov.uk/publications/communities/makingassetswork](http://www.communities.gov.uk/publications/communities/makingassetswork)



**Meeting:** Haringey Strategic Partnership

**Date:** 5 November 2009

**Report Title:** Local Area Agreement Performance Update to August 2009

**Report of:** Eve Pelekanos – Head of Policy and Performance

### 1. Purpose

- 1.1 To provide an update on the latest performance data against the Local Area Agreement targets.

### 2. Summary:

- 2.1 In June 2008 Haringey signed a new Local Area Agreement (LAA) which was refreshed and signed off by ministers in June 2009
- 2.2 The LAA includes 35 'designated' improvement targets and 10 educational attainment targets along with 40 local indicators including stretch targets and 5 safeguarding indicators which were added in the refresh from April 2009.
- 2.3 This report provides the latest available performance information on the indicators contained within the LAA.
- 2.4 The latest data shows that overall, 37% (31) are reported as green or amber, 22% (19) as red and 41% (35) as data not available at the time of writing this report.
- 2.5 Where data is only available once a year, the latest available data is shown. Performance highlights are provided under the six Haringey Sustainable Community Strategy Outcomes, and an update is provided on the 13 stretch targets which form part of the LAA.
- 2.6 Exception reports are provided for our areas for focus (Appendix 1):
- Serious violent crime
  - Initial and core assessments for children's social care
  - Under 18 conception rate
  - Net additional homes and affordable homes
  - Recycling
  - Number of people on job seekers allowance helped into sustained work

### 3. Legal/Financial Implications

- 3.1 The Council's Chief Financial Officer has been consulted on the contents of this report and notes the positive progress made on the 13 stretch targets. It should be noted that final assessment and payment of the performance reward grant (PRG) will not take place until the end of the final year i.e. 2009/10. It should also be borne in mind that the actual sum paid depends on the level of stretch attained.

#### 4. Recommendations

##### 4.1 That the Strategic Partnership:

- Consider the latest performance for the Local Area Agreement and remedial actions to be taken to address areas of risk.
- Consider progress against the agreed LAA 'stretch targets' for 2007-2010.

##### For more information contact:

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#### 5. Background

5.1 In June 2008 Haringey signed a new Local Area Agreement which was refreshed and signed off by ministers in June 2009. The new LAA was developed within a new framework whereby 35 targets were chosen, selected from the list of 198 new national indicators. These 35 improvement targets encompass our key priority areas for the next three years. In addition to the 35 there are 10 statutory education attainment targets. 40 local indicators have been developed for areas where local priorities were not reflected among the 198 national indicators.

5.2 The full scorecard is available on the Haringey website (see link below). It sets out the latest available performance information. A significant number of the indicators lend themselves to annual reporting, the 2008/09 outturn is therefore provided as 2009/10 data is outstanding. Also included is the 2008/09 London average where available.

[http://www.haringey.gov.uk/index/council/performance\\_and\\_finance/council\\_inspecti ons/performance-reports/hsp\\_performance\\_quarters.htm](http://www.haringey.gov.uk/index/council/performance_and_finance/council_inspecti ons/performance-reports/hsp_performance_quarters.htm)

#### 6. Performance overview

6.1 The table below shows the status for the 35 designated LAA targets and 10 mandatory education attainment targets.

Summary for 35 LAA Indicators and 10 Mandatory Indicators		
Details	Status based on August 2009/10	Total
Number of indicators that are on target	11 (24.4%)	Green
Number of indicators that are just off target	3 (6.7%)	Amber
Number of indicators that are off target	12 (26.7%)	Red
Number of indicators where data not available Baseline Year/ No Target/ Not Measured	19 (42.3%)	

7.

## Key performance messages

### People at the heart of change

Of the 12 indicators under this outcome:

People at the heart of change		
Details	Status based on August 2009/10	Total
Number of indicators that are on target	5	Green
Number of indicators that are just off target	0	Amber
Number of indicators that are off target	2	Red
Number of indicators where data not yet available	5	

- ❖ With the exception of graffiti, provisional results for litter, detritus and fly posting exceed the targets set for 2009/10 (NI 195).
- ❖ 14 parks have achieved/retained green flag status, exceeding the stretch target of 12.
- ❖ Forecast data for net additional homes provided, indicates that there will be 433 additional homes in 2009/10 against a target of 1602 (NI 154).

### An environmentally sustainable future

Of the 7 indicators under this outcome:

An environmentally sustainable future		
Details	Status based on August 2009/10	Total
Number of indicators that are on target	0	Green
Number of indicators that are just off target	0	Amber
Number of indicators that are off target	1	Red
Number of indicators where data not yet available	6	

- ❖ It is unlikely that the recycling target of 32% will be achieved in 2009/10. There is an ongoing drive to increase recycling participation and performance with a detailed action plan in place aimed at improving performance in future years as well (NI 192).

### Economic vitality and prosperity shared by all

Of the 22 indicators under this outcome:

<b>Economic vitality and prosperity shared by all</b>		
<b>Details</b>	<b>Status based on August 2009/10</b>	<b>Total</b>
Number of indicators that are on target	6	<b>Green</b>
Number of indicators that are just off target	2	<b>Amber</b>
Number of indicators that are off target	7	<b>Red</b>
Number of indicators where data not yet available	7	

- ❖ The NEET (16-18 year olds Not in Employment, Education or Training) level has stabilised at a level below the 2010 stretch target of 10.4% (NI 117).
- ❖ The proportion of 'Not knowns' (these are the young people whose status in respect of being in education, employment or training is not known) as at August is 3.6%, below last August's at 8.3% and the rolling year target of 9.9%.
- ❖ The educational attainment indicators and DCSF value-added measure for 2008 shows that Haringey pupils are making good progress from KS2 to GCSE.
- ❖ In 'Achievement of 5 or more A\*-C grades at GCSE (incl. English and Maths)', Haringey is now 5.6 percentage points below the national rate, a significant improvement from 13.4 percentage points below the national target in 2003

### **Safer for all**

Of the 16 indicators under this outcome:

<b>Safer for all</b>		
<b>Details</b>	<b>Status based on August 2009/10</b>	<b>Total</b>
Number of indicators that are on target	7	<b>Green</b>
Number of indicators that are just off target	2	<b>Amber</b>
Number of indicators that are off target	3	<b>Red</b>
Number of indicators where data not yet available	4	

- ❖ There have been 215 violent crimes in the year to August against a target of 148, a 39.6% increase on the same period last year (NI 15).
- ❖ Performance on initial assessments for children's social care carried out within 7 days of referral has improved from 11.9% in June to 25.9% in August, although this remains below the 53% target (NI59).

- ❖ The percentage of core assessments carried out in 35 working days improved in July to 49.3% but reduced again to 31.9% in August, below the 63% target (NI60).
- ❖ The number of repeat victims of domestic violence has reduced to 122 as at September '09 (12 month rolling year) against a target of 156.
- ❖ The increase in personal robberies reported last time has reduced to just over 0.5% when compared with the same period last year. This is one of our stretch targets and progress in this area over the last two years should put us on track to achieve the stretched improvement target.
- ❖ The latest provisional figures (2008/09) for Hospital admissions for Alcohol Related Harm indicate that we have missed the target by 51 cases (NI39).

### Healthier people with a better quality of life

Of the 27 indicators under this outcome:

Healthier people with a better quality of life		
Details	Status based on August 2009/10	Total
Number of indicators that are on target	6	Green
Number of indicators that are just off target	3	Amber
Number of indicators that are off target	5	Red
Number of indicators where data not yet available	13	

- ❖ Prevalence of breast-feeding is on target (NI 53).
- ❖ Percentage change in under-18 conceptions – Quarter 4 of 2007/08 shows a 16.5% reduction from the 1998 baseline. The reduction continued into the first quarter of 2008/09. This reverses the trend rather than slowing the rate of increase. However, performance remains below the 2009/10 target of -18.1% (NI112).
- ❖ The target for Chlamydia screening/tests for under 25 year olds continues to be met (NI 113).
- ❖ The target for the number of 4-week smoking quitters who attended NHS Stop Smoking Services (NI 123) has been met.
- ❖ Delayed transfers of care from hospital remained at 14.4 per hundred thousand population for July and August 2009 having reduced from 16.1 in May 2009, this figure remains comparatively high (NI 131).
- ❖ Adult participation in sport and active recreation (2007-2010 stretch target) – interim data indicates that there has been no change in the percentage of adults participating in sport and active recreation. The level of participation at

20.8% is below the target of 22.9% for 2008/09. Data will be formally reported in December 2009 (NI 8).

### People and customer focused

- ❖ There is only one Place Survey indicator (NI 4: People who feel that they can influence decisions in their locality) under this outcome. 40.3% of Haringey residents felt they could influence decisions in Haringey placing us fourth highest in London well above both the National average of 29% and 35% in London.

### 8. Progress against the 2007 LAA 'stretch targets

The table below shows progress against the 13 stretch targets agreed as part of the 2007/10 local area agreement.

Progress against the stretch targets			
1.	NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	Green
2.	Local	Reduction in personal robbery	Green
3.	Local	Domestic Violence	Green
		Increase the proportion of incidents of domestic violence which result in sanction detections	Green
		Repeat victimisation of domestic violence	Green
4.	Local	Street and environment cleanliness (litter & detritus) for the worst 3 wards (Northumberland Park, Noel Park and Bruce Grove)	Green
5.	Local	Parks and green spaces	Green
		Number of parks achieving green pennant status	Red
		Increase in number of green flag award parks	Green
		The % of people who report they are satisfied or fairly satisfied with local parks and green spaces (annual)	Data awaited
6.	Local	Number of schools achieving healthy schools status	Green
7.	Local	Smoking cessation – increase in the number of smoking quitters in N17.	Green
8.	NI 8	Adult participation in sport and active recreation	Red
9.	NI 192	Percentage of household waste sent for reuse, recycling and composting	Red
10.	Local	Number of people from the 12 worst wards helped into sustained work	Red
		Number of lone parents in the worst wards helped into sustained work	Red
		Number of JSA from the worst performing wards helped into sustained employment	Green
11.	Local	Number of people on incapacity benefits for more than six months helped into sustained work	Red
12.	NI 79	Achievement of Level 2 qualification by the age of 19	Data awaited
13.	Local	Improved living conditions for vulnerable people (reduced carbon emissions as a result of energy efficiency measures). A request has been made to the sub-regional coordinator for the final values for 2007/08 and 2008/09	Data awaited



## **9.0 Exception Reports**

9.1 Exception reports have been provided (Appendix 1) for areas where targets are not being achieved and detail an explanation of the performance.

Areas for focused review by the partnership are:

- Serious violent crime
- Initial and core assessments for children's social care
- Under 18 conception rate
- Net additional homes and affordable homes
- Recycling
- Number of people on job seekers allowance helped into sustained work

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# HSP Exception Report 2009/10

# Appendix 1

The full HSP scorecard of all LAA indicators are available at: [http://www.haringey.gov.uk/index/council/performance\\_and\\_finance/council\\_inspections/performance-reports/hsp\\_performance\\_quarters.htm](http://www.haringey.gov.uk/index/council/performance_and_finance/council_inspections/performance-reports/hsp_performance_quarters.htm)

National Indicator 15 N	<b>No. of recorded most serious violent crimes</b>		<b>Sustainable Community Strategy Outcome: Safer for all</b>	
<b>Outcome Lead:</b>	<b>Portfolio: Enforcement &amp; Safer Communities</b>			
Number of most serious violent crimes				
2009/10	Value	Target		
Q1 2009/10	129	100		
2009/10	215	148		
2008/09				
2008/09	Value	Target		
Red				

**ABG funding:** Mainstream funding, although a small amount of funding has been allocated from the problem solving pot to support the work of a gang multi-agency group.

**Explanation of current performance**

Most Serious Violence continues to perform worse than the expected limit of variation based on the previous 12-months. At August 2009 there were 215 most serious violent crimes against a target of 148. This is in line with our most similar Crime and Disorder Reduction Partnerships (CDRPs). This scenario is consistent throughout the MPS which is also performing similarly i.e. clearly deteriorating. No London boroughs have recorded a reduction in most serious violent crime (MSV), although Camden and Barnet have recorded a stable rate.

The Other Violent Crime Partnership Board (OVCP) made the following suggestions as to why an increase has been experienced: excellent performance last year, a number of violent incidents at the beginning of this financial year and changes in counting rules.

#### **Current activities**

- Gangs and violence problem solving group was established in April 2009 in response to a number of violent incidents involving rival groups of young people.
- The Black Independent Advisory Group (BIAG) has coordinated two parent mediation sessions with parents of some of the rival gang members.
- There is quarterly performance discussions at the Other Violent Crime Partnership Board.
- An information sharing agreement is being developed between Haringey and Enfield CDRPs and North Middlesex A&E department about violent incidents. This will help to build a more accurate picture of violent crime in the borough.
- MPS called a partnership gold group meeting on 14.09.09 this group is overseeing the delivery of the MPS Haringey Youth Violence Strategy.

#### **Best practice**

Good practice in working with gangs in Hackney has been examined and work is underway to expand the multi-disciplinary gangs team on the basis of best practice in Hackney.

The Cardiff model for sharing information between CDRPs and A&E departments is being adopted locally where possible

#### **Emerging risk**

Performance is currently set to miss the target.

#### **Performance discussion to date**

At the Other Violent Crime Partnership Board – quarterly  
At the Safer Communities Performance Management Group – quarterly

<p>National Indicator 59</p>	<p><b>Percentage of initial assessments for children’s social care carried out within 7 working days of referral</b></p>																						
<p><b>Outcome Lead:</b></p>	<p><b>Portfolio:</b></p>	<p><b>Sustainable Community Strategy Outcome:</b></p>																					
<p>Initial assessments are an important indicator of how quickly services can respond when a child is thought to be at risk of serious harm. As the assessments involve a range of local agencies, this indicator would also show how well multi-agency working arrangements are established in local authority areas. Good performance is typified by higher percentages.</p>	<p><b>Children &amp; Young People</b></p>	<p><b>Safer for all</b></p>																					
<p>2009/10</p> <table border="1"> <thead> <tr> <th></th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>April 2009</td> <td>25.0%</td> <td>53%</td> </tr> <tr> <td>May 2009</td> <td>14.1%</td> <td>53%</td> </tr> <tr> <td>June 2009</td> <td>11.9%</td> <td>53%</td> </tr> <tr> <td>July 2009</td> <td>14.7%</td> <td>53%</td> </tr> <tr> <td>August 2009</td> <td>25.9%</td> <td>53%</td> </tr> <tr> <td>2009/10 (YTD)</td> <td>18.4%</td> <td>53%</td> </tr> </tbody> </table>		Value	Target	April 2009	25.0%	53%	May 2009	14.1%	53%	June 2009	11.9%	53%	July 2009	14.7%	53%	August 2009	25.9%	53%	2009/10 (YTD)	18.4%	53%	<p><b>CY02_H_N0059 Percentage of initial assessments for children’s social care carried out within 7 working days of referral</b></p>	<p>2009/10</p> <p>April 2009</p> <p>May 2009</p> <p>June 2009</p> <p>July 2009</p> <p>August 2009</p> <p>2009/10 (YTD)</p>
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<p><b>AGB Funding:</b> Mainstream funding</p>																							
<p><b>Explanation of current performance</b></p> <p>The percentage of initial assessments for children’s social care carried out within timescale (NI 59) dropped to 12% in June from 25% in April. The actual number of assessments completed in June (159) was much higher than in April (104). August’s data shows that this has increased to 25.9% (189 assessments), although this remains below the 2009/10 target of 53%.</p> <p>Low performance for NI 59 and NI 60 is attributable to a number of issues including an increased focus on ensuring that the quality of assessments being completed is to a high standard and the completion of a number of out of timescale, outstanding assessments. We anticipate that performance will be poor as we continue the work to deal with all outstanding work in the service. We expect that thereafter a more accurate measure of future performance will be arrived at. Recent trends are beginning to show some cautious improvements and we believe we remain on track to reach the declared target of 53% for initial assessments and 63% for core assessments by end of December 2009.</p>																							

**Current Activities**

There continues to be a high volume of cases referred to the service, which is overall 50% more than the previous two years. This, together with continued difficulties recruiting suitably qualified staff, has impacted on our performance. 6 newly qualified social workers (NQS) have joined the referral and assessment service and have started taking cases. Two other permanent NQS are due to join the team this month, with two places remaining.



**Best Practice**

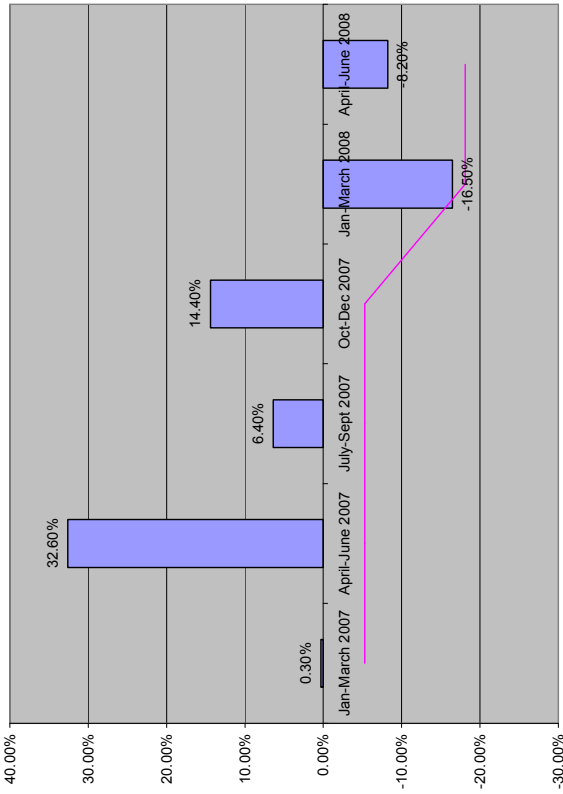
A draft thresholds document is in place which is helping to clarify and enable consistency in what should be referred to the service for assessment. Work is continuing on improving links with the CAF coordinator to ensure that appropriate cases are going through the CAF process rather than Referral & Assessment, and on working with the Police on constructing a more integrated approach to referrals. Combined, these measures will improve our performance in assessments.

Audits undertaken by an independent Social Worker in July show that there has been some improvement in the quality of initial assessments undertaken with appropriate outcomes and recommendations.

**Performance discussion date**

The Safeguarding Plan for Haringey (formerly the JAR Action Plan) is reviewed regularly by the Safeguarding Plan Steering Group. Reports on the plan have been submitted to the May and July meetings of the Children's Trust and the July and September meetings of the Children's Trust Executive Performance Management Group.

<p>National Indicator 60</p>	<p><b>Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement</b></p>																						
<p><b>Outcome Lead:</b></p>	<p><b>Portfolio:</b> Children &amp; Young People</p>	<p><b>Sustainable Community Strategy Outcome:</b> Safer for all</p>																					
<p>The indicator measures the percentage of core assessments which were completed within 35 working days. Core assessments are in-depth assessments of a child, or children, and their family, as defined in the Framework for the Assessment of Children in Need and their Families. They are also the means by which section 47 (child protection) enquiries are undertaken following a strategy discussion.</p>	<p><b>CY02_H_N0060 Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement</b></p> <table border="1"> <thead> <tr> <th>Month</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>April 2009</td> <td>27.6%</td> <td>63%</td> </tr> <tr> <td>May 2009</td> <td>30.2%</td> <td>63%</td> </tr> <tr> <td>June 2009</td> <td>49.1%</td> <td>63%</td> </tr> <tr> <td>July 2009</td> <td>49.3%</td> <td>63%</td> </tr> <tr> <td>August 2009</td> <td>31.9%</td> <td>63%</td> </tr> <tr> <td>2009/10 (YTD)</td> <td>39.0%</td> <td>63%</td> </tr> </tbody> </table>		Month	Value	Target	April 2009	27.6%	63%	May 2009	30.2%	63%	June 2009	49.1%	63%	July 2009	49.3%	63%	August 2009	31.9%	63%	2009/10 (YTD)	39.0%	63%
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<p><b>Red</b></p>	<p><b>Explanation of current performance</b></p>																						
<p>The percentage of core assessments for children's social care that were carried out within 35 working days of their commencement (NI 60) decreased in August to 31.9% whilst the number of core assessments carried out has continued to increase (72 core assessments). Performance remains below the 2009/10 target of 63%.</p> <p>See comments for NI 59, which also apply to NI 60.</p>																							

<p>National Indicator 112</p>	<p><b>Percentage change in under-18 conceptions (per 1000 girls aged 15-17 as compared with the 1998 baseline)</b></p>																
<p><b>Outcome Lead:</b></p>	<p><b>Portfolio:</b> Children and Young People</p>	<p><b>Sustainable Community Strategy Outcome:</b> Healthier people with a better quality of life</p>															
<p>Definition: The change in the rate of under 18 conceptions per 1,000 girls 15-17 years resident in the area for the current calendar year, as compared with the 1998 baseline rate, shown as a % of the 1998 rate. Good performance is typified by a higher percentage reduction from the baseline figure.</p>	<p><b>NI 112: Percentage change of under-18 conceptions against 1998 baseline</b></p>  <table border="1" data-bbox="519 283 1079 1071"> <caption>NI 112: Percentage change of under-18 conceptions against 1998 baseline</caption> <thead> <tr> <th>Period</th> <th>% change against 1998</th> </tr> </thead> <tbody> <tr> <td>Jan-March 2007</td> <td>0.30%</td> </tr> <tr> <td>April-June 2007</td> <td>32.60%</td> </tr> <tr> <td>July-Sept 2007</td> <td>6.40%</td> </tr> <tr> <td>Oct-Dec 2007</td> <td>14.40%</td> </tr> <tr> <td>Jan-March 2008</td> <td>-16.50%</td> </tr> <tr> <td>April-June 2008</td> <td>-6.20%</td> </tr> </tbody> </table>		Period	% change against 1998	Jan-March 2007	0.30%	April-June 2007	32.60%	July-Sept 2007	6.40%	Oct-Dec 2007	14.40%	Jan-March 2008	-16.50%	April-June 2008	-6.20%	
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<p><b>ABG Funding:</b> £337,000; Teenage Pregnancy Local Implementation Grant (£170,000); TP sexual health (£102,750); 4YP (Bus) (£64,250)</p> <p><b>Migration Impact Fund:</b> £86,000</p> <p><b>Explanation of current performance</b></p> <p>There is a 14 month time-lag in the release of conception statistics, as they are partly compiled from birth registration data. 2009/10 will be reporting the calendar year 2008.</p>																	



The chart above shows that between Jan-March 2008 (Q1 2008) there has been a percentage decrease from the 1998 baseline, from 14.4% in Q4 2007 (62 actual conceptions) to -16.5% Q1 2008 (45 actual conceptions).

This is the first time we have achieved a quarterly average rate lower than our 1998 base rate. Although we have not achieved our 2009/10 target (-18.1%), this is a significant improvement.

Data available for April-June 2008 (Q2 2008) shows that there has been a small increase from the Q1 2008 figure- a percentage change of -8.2% on 1998 baseline (49 actual conceptions). Q2 rates have consistently shown a significant increase from Q1.

### **Current Activities**

Current developments include:

**Strategic-** The redevelopment of the Teenage Pregnancy Strategic Partnership Board to include an Executive Board to be chaired by Cllr Reith. The first meeting of the Executive Board will take place on the 18<sup>th</sup> September 2009; and the Implementation Group (currently the Strategic Partnership Board) will meet on the 21<sup>st</sup> September 2009. Task and Finish groups will be reformed with strategic leads and operational leads to focus on:

- Improving the uptake of longer acting reversible contraception (LARC)
- Improving the uptake of contraception and sexual health data
- A pilot targeted schools programme
- Improving access to contraception and sexual health post-termination
- Improving Sex and Relationships Education (SRE)/ well-being information and guidance for pupils, parents and staff in schools

The findings from a new sexual health needs assessment are due at the end of September from NHS Haringey.

**Communication-** A targeted publication made with and for leaving care and asylum team clients and the production of Z cards, postcards and booklet promoting 4YP services, contraception and sexual health, advice and guidance on safe relationships and key messages on young people's emotional and physical wellbeing;

**Delivery of Sexual Relationship Education (SRE) and Personal Social and Health Education (PSHE)** - A thorough SRE mapping exercise across all primary, secondary, special schools, post 16 settings and young people's settings to inform key tasks for SRE sub group;

**Provision of young people focused contraception and sexual health services (CASH)** - NHS Haringey has integrated sexual health and family planning services in a weekly clinic for women only, under 20s at Lordship Lane Health Centre called 4YP Plus. Clinical services (contraception, condoms, LARC, pregnancy testing and Chlamydia screening,) have been extended to the 4YP Haringey under-18 outreach programme and extended to all three area Integrated Youth Support Services (IYSS) youth projects with the 4YP Nurse running fortnightly clinical sessions;

**Workforce Development and Training-** The piloting of Speakeasy Together and RU Ready/ Delay training workshops;

**Targeted work with at risk groups-** An additional Pre Intensive and Intensive Teens and Toddlers programme has been agreed for Haringey. This is part of an extensive DCSF funded research programme targeting a further 50 girls in Years 9 and 10 identified as at risk, including children in care and those at the Pupil Support Centre. The Pre Intensive Programme will be completed in July 2009 and the Intensive Programme will begin in September 2009 and be completed in July 2010. These programmes are running alongside Haringey's own Teens and Toddlers programmes which are led by Haringey trained facilitators.

A teenage pregnancy at risk assessment tool is being developed to be used by professionals and partners and in addition, a data set identified which could identify a database of young people 'most at risk'.

### **Best Practice**

The following boroughs have achieved significant reductions between 1998-2007:

- Richmond -32%
- Kensington and Chelsea -29.3%
- Ealing -28.2%
- Hammersmith and Fulham -26.5%
- Newham -24.9%

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

### **Performance discussion date:**

The first meeting of the Teenage Pregnancy Executive Board will take place on the 18<sup>th</sup> September 2009 to consider a progress report on the past 6 months. The Implementation Group will meet on the 21<sup>st</sup> September 2009. The Board and the Group will be considering the revised Teenage Pregnancy Action Plan.



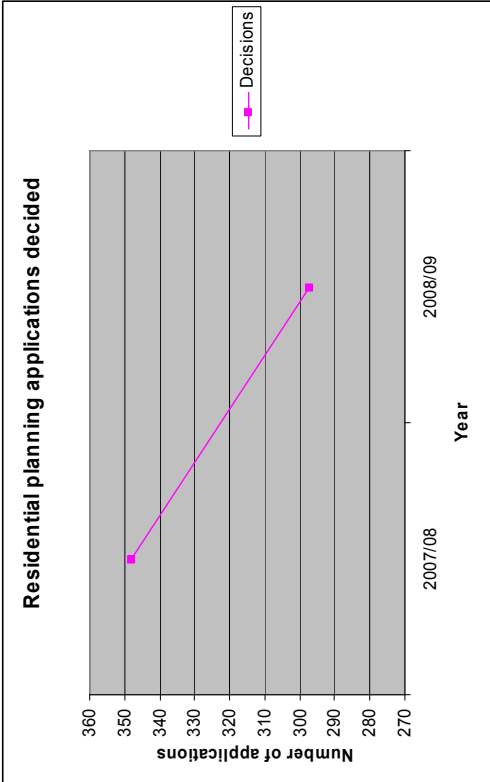
### **Equality Impact**

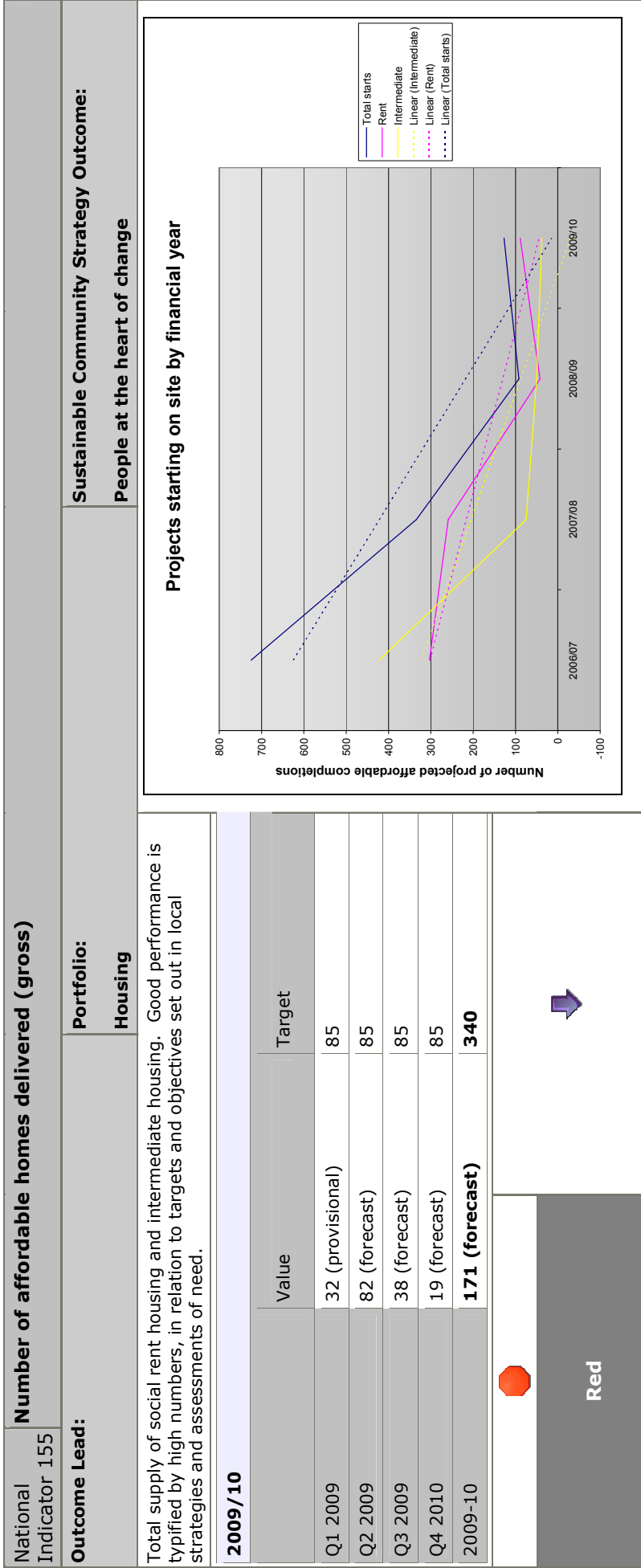
These are young women 15 – 18 years. The profile of this section of the population is as follows:

Total number of young women 15 – 18 6,384

British 32%, White Other 17%, Mixed 9%, Asian 9%, Caribbean 14%, African 16%, Other 3%.

A TP Conception Monitoring Scorecard is being developed to support analysis, including age, ethnicity and ward.

National Indicator 154		<b>Net additional homes provided</b>							
<b>Outcome Lead:</b>		<b>Portfolio:</b>	<b>Sustainable Community Strategy Outcome:</b>						
		<b>Housing</b>	<b>People at the heart of change</b>						
<p>This indicator measures the net increase in dwelling stock over one year. Good performance is typified by an increase in numbers of net additional homes.</p>									
2009/10	Value	Target							
2009/10	433 (forecast)	1602							
									
<b>Red</b>									
<p><b>Residential planning applications decided</b></p>  <table border="1"> <caption>Residential planning applications decided</caption> <thead> <tr> <th>Year</th> <th>Number of applications</th> </tr> </thead> <tbody> <tr> <td>2007/08</td> <td>350</td> </tr> <tr> <td>2008/09</td> <td>300</td> </tr> </tbody> </table>				Year	Number of applications	2007/08	350	2008/09	300
Year	Number of applications								
2007/08	350								
2008/09	300								
<p><b>ABG Funding:</b> £ 0</p> <p><b>Explanation of current performance:</b>                  The effects of the economic downturn and subsequent stagnation of the housing market are expected to result in supply figures falling. This reflects the sharp decline in development activity and the number of new starts achieved during 2008/09. Due to the length of the lead-in time from project inception to the completion of new homes, the effects of the recession are likely to be seen in the local supply figures for the next two years. The number of residential applications decided fell from a high of 348 in 2007-08 to 297 in 2008/09 (chart 1) which will have a knock-on affect on the number of projects starting on site in 2009-10.                  The current LAA target for 2009-10 of 1602 dwellings is based on figures generated from the 5 year planning trajectory. The figures from the 5 year trajectory include: unimplemented planning consents; allocated sites from the UDP; small windfall sites coming forward; and empty properties brought back into use. The London Plan adopted figure is 680 per annum.                  In recognition of the impact of the economic downturn, the Government decided earlier this year to remove the proposed 2009 "lockdown" aspect of the LAA reward model for economic based indicators including NIs 154 and 155. As a result, the targets for these indicators can now be reviewed as part of the 2009/10 annual review.</p> <p><b>Current Activities:</b> Activities are underway to support the delivery of larger projects i.e. those with an affordable housing element. These activities are listed in the exception report of NI 155.</p>									



**ABG Funding: £0**

**Explanation of current performance**

The effects of the economic downturn and subsequent stagnation of the housing market are expected to result in Haringey's affordable housing supply figures falling to below 200 completions in 2009/10 compared with a high of 415 completions in 2008/09. This reflects the sharp decline in development activity and the number of new starts achieved during 2008/09. The two charts show both the dip in the number of projects starting on site (the low occurring in 2008/09 and beginning to pick up in 2009/10) and the resulting shortfall in completions that will become apparent in 2009/10 to 2010/11.

Due to the length of the lead-in time from project inception to the completion of new homes, the effects of the recession are likely to be seen in the local supply figures for the next two years.

In recognition of the impact of the economic downturn, the Government decided earlier this year to remove the proposed 2009 "lockdown" aspect of the LAA reward model for economic based indicators including NIs 154 and 155. As a result, the targets for these indicators can now be reviewed as part of the 2009/10 annual review, to reflect their particular local housing market circumstances.

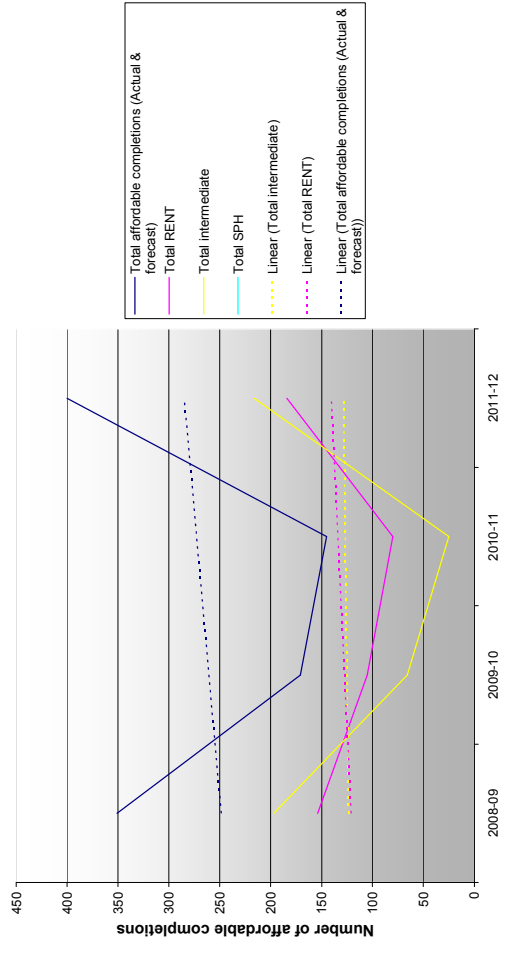
**Current Activities**

To address the issues relating to unsold and empty homes, we are working with RSLs and the Homes and Communities Agency (HCA) to bring these back into use in a number of ways:

- Support for RSLs letting unsold or under-construction shared ownership homes under the Rent-to-Homebuy scheme.
- Support for RSLs to acquire directly from developers unsold, newly-built homes for use either as affordable rented accommodation or Rent-to-Homebuy as appropriate to the size and location of developments.
- Support for RSLs to acquire vacant properties on the open market for use as affordable rented family homes to address local housing need, especially overcrowding in the existing social housing stock. We currently have a project in progress with London & Quadrant Housing Association to deliver 26 homes with grant supplied directly by Haringey from Section 106 affordable housing receipts.
- The Council's Empty Homes Team is actively working to bring back into use a substantial number of unoccupied properties and is extending the use of compulsory purchase powers and enforced sales to bring more of these properties back into use as affordable rented housing. We are speaking to the HCA about the possibility of it providing RSLs with enhanced levels of grant in order to allow onward disposal of those properties in a manner that enables the Council to recover its costs and proceed with other CPOs.

In order to maximise HCA resources and the investment allocated to Haringey during 2010/11 and under the HCA's next three year programme for 20011-14, we have embarked on a single conversation process with the HCA's London Director and North London Team.

**Affordable completions (actual and forecast) 2008-2012**



We are currently in the process of preparing our proposal, with the assistance of a specialist external consultant, for a borough-wide investment plan covering housing and related infrastructure needs for the next five years.

This investment plan will be presented to the HCA in October 2009 with a view to a borough investment agreement being reached with the HCA by the end of the year. It is hoped that this formal agreement with the HCA will secure sufficient resources to take forward Haringey's regeneration and housing supply aspirations over the next five years on the lines set out above.

A good example of what we are doing to maintain and accelerate supply is the major regeneration project at Hale Village in Tottenham Hale. Through close working with the developer, Hale Village Ltd and RSL, Newlon and the HCA, the continuing development of the site has been secured with the funding of an additional 228 affordable homes, bringing the increased total on site to over 540 affordable homes that will be completed during 2011-2013. The HCA has also provided innovative support for this scheme by becoming a stakeholder through an infrastructure loan secured on the equity of the site.

The de-conversion of surplus temporary accommodation hostels into permanent family homes is part of the Council's strategy for reducing its use of temporary accommodation. This initiative is being delivered with the help of external funding from the London Regional Targeted Funding Stream (TFS) allocation for North London. Eight homes were completed in 2008/9, with a further 9 homes forecast for completion during 2009/10 and 2010/11.

#### **Emerging Risk**

The housing market is showing (albeit slow) signs of recovery. The work undertaken to ensure the project at Tottenham Hale continues will mean that affordable housing figures will improve to target levels over the course of 2011-13 (subject to project timescales). There are also several other large projects in the pipeline such as Tottenham Town Hall, Spurs, Haringey Heartlands, Hale Wharf, Greater Ashley Road, Hornsey Town Hall and Hornsey Depot.

#### **Equality Impact:**

The borough has high levels of need for units of affordable accommodation. Housing need disproportionately affects BME households, and 40% of Black African and Asian households are living in unsuitable accommodation. There is also evidence which demonstrates insufficient availability of larger, three to four bedroom, dwellings in the borough; this is a particular concern for BME's who traditionally have larger households.

We will continue to collect and analyse information on existing and new communities in order to ensure that developments and initiatives take into account existing and new equality issues and considerations.



<p>National Indicator 192</p>	<p><b>Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)</b></p>																
<p><b>Outcome Lead:</b></p>	<p><b>Portfolio:</b> Environment and Conservation</p>	<p><b>Sustainable Community Strategy Outcome:</b> An environmentally sustainable future</p>															
<p>The indicator measures the percentage of household waste arisings which have been sent by the Authority for reuse, recycling, composting or anaerobic digestion. This is a key measure of local authorities' progress in moving management of household waste up the hierarchy, consistent with the Government's national strategy for waste management. Good performance is typified by a high percentage of waste reused, recycled and composted.</p>	<p><b>UE08_H_N0192 Percentage of household waste sent for reuse, recycling and composting (2007-2010 stretch target)</b></p> <table border="1"> <thead> <tr> <th>Period</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>2009/10</td> <td>24.5%</td> <td>32%</td> </tr> <tr> <td>Q1 2009/10</td> <td>24.5%</td> <td>32%</td> </tr> <tr> <td>2009/10</td> <td>24.38%</td> <td>32%</td> </tr> <tr> <td>2008/09</td> <td>23.79%</td> <td>28%</td> </tr> </tbody> </table>		Period	Value	Target	2009/10	24.5%	32%	Q1 2009/10	24.5%	32%	2009/10	24.38%	32%	2008/09	23.79%	28%
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Value	Target																
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extremely challenging target.

Key actions within the plan include:

- Service review to be conducted in Sept/Oct 09 to identify most effective actions for performance improvement for implementation from Oct 09, supported and partially resourced by national body, Waste & Resources Action Programme (WRAP).
- Major communication drive programmed for Oct-Nov 09 to tie in with increased range of materials accepted (Oct 09) and completion of investment programme to provide mixed recycling collection to all households (with roll-out of flats above shops service, Oct 09)
- Expansion of materials accepted from Oct 09 (to also include plastic trays, bags and pots and cartons) will reduce contamination rate.
- Alternative methods for calculation of household and non-household waste being investigated to provide more accurate household waste figure, with potential to be applied within 09/10.
- Service change to reduce amount of uncontracted/flytipped trade waste being collected with household waste, with trial of coloured bags for flats above shops refuse collections to enable better identification of non-household waste – Aug 09.
- On-the-go recycling bins in public places and recycling of street cleansing waste, in place.

#### **Best Practice**

Haringey have become active members of the NLWA '50% club' which is a vehicle to share best practice amongst the North London Borough's. The club is still in its infancy but over the next months members will hear from invitee Authorities to the group about successful schemes and initiatives and generally share best practice. Haringey has also actively engaged with WRAP (Waste and Resources Action Programme) who provided links with several Authorities who are performing well in selected service areas.

Haringey will be looking at the following authorities who are in our family group and examining their service strength areas:

- Ealing – Doorstep recycling service collects a wider range of materials than Haringey and encourages participation with focussed communications. Flats recycling is widespread and supported by housing association information networks.
- Camden – Flats recycling services and Bring Sites cater for upwards of 40,000 residents with high tonnages collected.
- Islington – Flats recycling and waste reduction are two strength areas for Islington

#### **Equalities Impact**


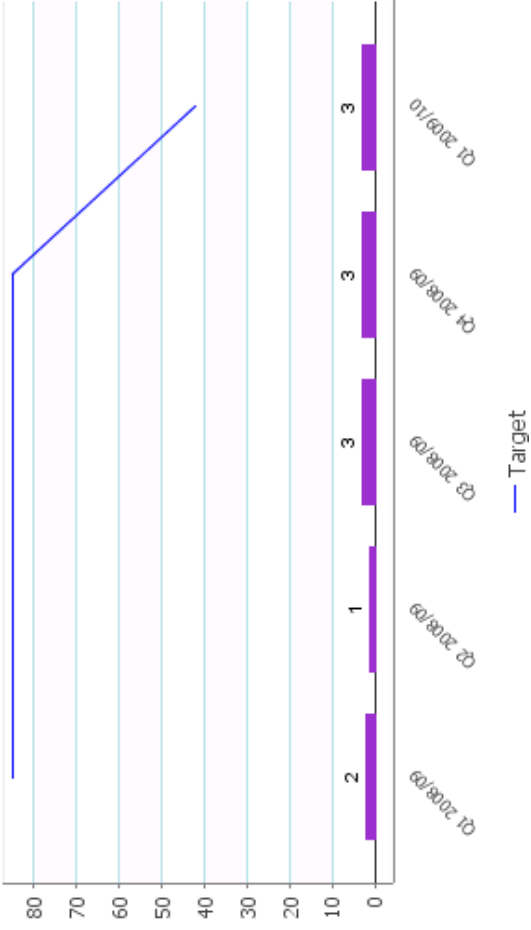
Environmental Resources' communications plan for engaging residents on recycling aims to take into account of the diverse range of languages and communities within Haringey and overcome barriers to residents participating in services:

- Full translations of key service leaflets into the most widely spoken community languages.
- Maximising the use of imagery and clear, easily understood guidance in all communications materials.
- Face-to-face engagement through door-knocking and attendance at public and community events, using staff with community languages wherever possible such as on weekend 'blitz' engagement campaigns.
- Workshops delivered in schools (allowing key messages to be taken home to households that may not speak English as a first language) and to community and faith groups.
- Assisted recycling collections provided to residents who require this service.

The percentage of people who think recycling services are excellent or very good:-

White British 68%, Other White 65%, Asian 67%, Caribbean 59%, African 64%, Mixed and Other 70%, Women 69%, Men 63%, Age 18-34 66%, 35-59 66%, 60+ 65%



Local Indicator 046	<b>Number of people on incapacity benefits helped into sustained work (2007 -2010 stretch target)</b>																			
<b>Outcome Lead:</b> Niall Bolger	<b>Portfolio:</b> Enterprise and Regeneration	<b>Sustainable Community Strategy Outcome:</b> Economic vitality and prosperity shared by all																		
<p>Number of people who have been claiming an incapacity benefit for 6 months or more, helped by the London Borough of Haringey into sustained employment of at least 16 hours per week for 13 consecutive weeks or more, as measured by Haringey performance data. Good performance typified by a higher value.</p>																				
2009/10	<table border="1"> <thead> <tr> <th></th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2009/10</td> <td>3</td> <td>42</td> </tr> <tr> <td>2009/10</td> <td>3</td> <td>42 (annual target 180)</td> </tr> </tbody> </table>			Value	Target	Q1 2009/10	3	42	2009/10	3	42 (annual target 180)									
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<p><b>UE03_H_L0046 Number of people on incapacity benefits helped into sustained work (2007 -2010 stretch target)</b></p>  <table border="1"> <caption>Chart Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Q1 2008/09</td> <td>2</td> <td>85</td> </tr> <tr> <td>Q2 2008/09</td> <td>1</td> <td>85</td> </tr> <tr> <td>Q3 2008/09</td> <td>3</td> <td>85</td> </tr> <tr> <td>Q4 2008/09</td> <td>3</td> <td>85</td> </tr> <tr> <td>Q1 2009/10</td> <td>3</td> <td>85</td> </tr> </tbody> </table>			Quarter	Value	Target	Q1 2008/09	2	85	Q2 2008/09	1	85	Q3 2008/09	3	85	Q4 2008/09	3	85	Q1 2009/10	3	85
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<p><b>ABG Funding:</b> £931,000 Haringey Guarantee contributes to delivery of this target</p> <p><b>Welfare to Work partnership funding:</b> £60,000</p> <p><b>Explanation of current performance</b></p> <p>In Q1 2009/10, 3 people on incapacity benefits for six months or more were helped into sustained work. Achieving this stretch target remains a significant challenge due to the barriers to employment that these people face. An unsuccessful attempt was made to renegotiate this target with Communities and Local Government. However, clarification around the conditions in this stretch target agreement has been provided by the Government Office for London, which means that Haringey Guarantee residents can be referred to Reed in Partnership to receive additional support from Pathways to Work. Despite this positive development, which will help to improve performance, the risk of not meeting the target remains very much on the upside.</p>																				

### **Current Activities**

The Haringey Guarantee is the main vehicle for delivering this stretch target. Under the Haringey Guarantee there is specific support available for Incapacity Benefit claimants, including a Condition Management Programme (CMP) delivered by NHS Haringey. The CMP will support people affected by a mental or physical disability or long-term illness, and who wish to return to work. They will be assessed and a package of clinical interventions from a holistic range of support within the NHS will be agreed. This can include:

- Information on understanding and managing the health condition better, particularly in a working context
- Support to reduce unnecessary fears about health and work, and to enable the customer to feel more confident and better able to cope with returning to work
- The chance for customers who return to work to be more 'expert' in managing their health condition and more confident in negotiating adjustments where needed with their employer.

The general support from the Haringey Guarantee is also available to incapacity related benefit claimants including skills training and work placements.

Haringey Guarantee advisers are also now operating and taking referrals from Job Centre Plus, as well as a number of GP surgeries across the borough. A SLA with Reed in Partnership, the Pathways to Work provider, has been agreed, which will help to increase the support available to this client group.

### **Emerging Risk**

The recession, which has seen claimant count unemployment in Haringey increase by 45% since July 2008, will make it even more challenging to support this client group into sustained employment

### **Performance discussion date:**

Enterprise Board November 2009



**Meeting:** Haringey Strategic Partnership Board

**Date:** 5 November 2009

**Report Title:** Haringey's Community Engagement Framework: Delivery Plan

**Report of:** Wayne Longshaw, Assistant Chief Executive, Haringey Council

#### **Purpose**

This report is for information only and its purpose is to update the PMG on the progress on the Community Engagement Framework (CEF) and provide information on taking forward and monitoring the CEF Delivery Plan.

#### **Summary**

The Community Engagement Framework Delivery Plan was agreed by the HSP's Performance Management Group (PMG) on 22 October 2009.

This report provides an update on progress on the Community Engagement Framework.

It gives details of the CEF Delivery Plan which focuses on improving the structures and processes necessary to take forward community engagement work in partnership.

It also provides details of a new high level CEF Steering Group with overall accountability for the delivery and monitoring of the CEF Delivery Plan.

#### **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:**

The Delivery Plan (2009-2012) attached as Appendix 1 indicates that the bulk of the actions can be met from within existing resources which come predominately from the Council plus some ABG funding.

#### **Recommendations**

That the HSP notes the information provided.

**For more information contact:**

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Title: Head of Corporate Policy / Principal Corporate Policy Officer

Tel: 020 8489 2509 / 2979

Email address: [helena.pugh@haringey.gov.uk](mailto:helena.pugh@haringey.gov.uk) / [Kirsty.fox@haringey.gov.uk](mailto:Kirsty.fox@haringey.gov.uk)

## **Background**

### **1. Community Engagement Framework and Delivery Plan progress to date**

1.1 Following the adoption of the CEF by the HSP in April 2009 the following progress has been made:

- The final [Community Engagement Framework](#) document is available on partner websites.
- A '[you said, we did](#)' table demonstrating how the responses have informed the development of the draft CEF is also on the website.
- A summary version of the CEF is being produced which will be distributed widely including to those who took part in the consultation earlier this year.
- An easy words and pictures version of the CEF is being produced to make it more user-friendly and accessible to members of the public.
- The CEF Delivery Plan has been produced and is included in Appendix 1.

1.2 This progress was recognised by the Audit Commission in the recent Comprehensive Area Assessment process. The draft feedback stated: 'The partnership is further strengthening how it communicates and works with local people. It has recognised the need to improve the quality and co-ordination of community involvement in this work and, following discussions with local people, has agreed a clear 'community engagement framework''. It is important to now build on this progress.

### **2. Taking forward the Community Engagement Framework:**

2.1 The PMG agreed in December 2008 that in order to produce the CEF, a multi-agency group should be established. It was agreed that this should be a time-limited group which met until the CEF was written. It was agreed that the working relationships built during the development period should continue.

2.2 The CEF has now been produced by the CEF multi-agency group and published (agreed by the HSP in April 2009). This group has also developed the CEF Delivery Plan. It has therefore carried out its function and no longer needs to meet, although through the Delivery Plan actions, the working relationships established through this group will continue.

**2.3 The CEF Delivery Plan now requires senior level commitment across HSP organisations to ensure that its work is driven forward. On 22 October 2009 the PMG agreed that:**

- A new high level **Community Engagement Framework Steering Group**, supported by the Council's Corporate Policy Team, is established to drive forward and monitor the work of the CEF Delivery Plan
- Its membership is more senior than that of the group which developed the CEF
- It is chaired by the Assistant Chief Executive of Policy, Partnerships, Performance and Communication at Haringey Council
- It meets quarterly
- It requests updates on the proposed projects of the draft CEF Delivery Plan quarterly
- It reports to the PMG on CEF Delivery Plan progress every six months
- Partner agencies will receive a formal, written invitation to nominate representatives to attend this high level steering group.

**2.4 Membership of CEF Steering Group:**

<b>HSP partner:</b>	<b>Group member:</b>
Haringey Council	Assistant Chief Executive, PPP&C – <b>CHAIR</b> Adult, Culture and Community Services – to be advised Children and Young People's Service – to be advised Urban Environment – to be advised Head of Local Democracy Head of Communications Head of Corporate Policy
NHS Haringey	To be advised
Police	To be advised
Fire Brigade	To be advised
College of North East London	To be advised
HAVCO	To be advised
Learning and Skills Council	To be advised
Any other partners?	To be advised

2.5 This high level commitment to improving community engagement practice across the HSP is essential. Haringey's CAA self evaluation identified the following partnership priorities, falling under the 'People and customer focused' outcome of the Sustainable Community Strategy, for the HSP's focused attention:

- Ensure local services are value for money
- **Enhance community engagement and partnership working**
- Adopt an HSP approach to Equalities Impact Assessments
- Strengthen the quality of information and quality assurance practice
- Manage our reputation

2.6 The CEF Delivery Plan (see Appendix 1) sets out actions to improve the tools and processes by which HSP partners carry out community engagement. The Delivery Plan includes some projects which arose from the community responses to the CEF consultation earlier this year. **The Delivery Plan was agreed by the PMG on 22 October.**

2.7 The Delivery Plan aims to improve and deliver on key National Indicators. The majority of activity will be delivered through existing resources; however the following action may require some investment following its pilot phase:

Outcome	Proposed action	Additional investment required
Inclusive community engagement processes	13. Establish HSP approach to service user payment, taking into account needs of different communities (e.g. travel expenses, caring options, language support etc)	A service user payment approach is currently being trialled under the Well-being Partnership Board. It is not possible to estimate the resource required until the results of the pilot are known.

**Appendices:**

**Appendix 1                      Community Engagement Framework Delivery Plan**

**Appendix 1**



## **COMMUNITY ENGAGEMENT FRAMEWORK (CEF) DELIVERY PLAN: 2009-2012**

This Community Engagement Framework Delivery Plan will:

- **help the Haringey Strategic Partnership (HSP) work to the principles of community engagement** outlined in Haringey's [Community Engagement Framework](#) (CEF).
- aim to **provide tools and processes to enable partners to work together to carry out more effective community engagement.**
- bring together a **set of new high level projects to be undertaken across the partnership**<sup>1</sup>.
- help us to measure whether the Community Engagement Framework is **making a difference** using the targets set in Haringey's [Local Area Agreement](#) (LAA) – see the table below for details.
- be **regularly monitored by Community Engagement Framework Steering Group.**
- be reviewed in 2012.

**All HSP partners are responsible for this Delivery Plan:**

Barnet, Enfield and Haringey Mental Health Trust	Haringey Youth Council
College of North East London (CoNEL)	Homes for Haringey
Greater London Authority	Job Centre Plus
Haringey Association of Voluntary and Community Organisations (HAVCO)	Learning and Skills Council
Haringey Children's Trust	London Fire Brigade
Haringey Community Link Forum	Metropolitan Police
Haringey Council	Middlesex University
Haringey Members of Parliament	NHS Haringey
Haringey Registered Social Landlords	The Bridge New Deal for Communities (NDC)

<sup>1</sup> This plan only includes work to be undertaken in partnership. It does not list all community engagement activities already taking place in Haringey.

CEF Delivery Plan outcomes	Sustainable Community Strategy outcomes	Sustainable Community Strategy priorities	Local Area Agreement Targets <sup>2</sup>	Baseline % (2008 Place Survey)	2009/10 target %	2010/11 target %
1. Effective community engagement structures	People at the heart of change	Enhance community cohesion	NI1: % of people who believe people from different backgrounds get on well together in their local area	75.5	77.9	81.1
2. Inclusive community engagement processes	Be people and customer focussed	Increase resident satisfaction with services and the area they live in	NI140: Fair treatment by local services. Proxy: to what extent does your local council treat all types of people fairly?	60.4	62.6	65.0
3. Increased community engagement capacity			NI21: Dealing with 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	27.9	32.0	34.0
4. Community engagement good practice shared		Provide greater opportunity for civic engagement and participation	NI4: % of people who feel they can influence decisions in their locality	40.5	42.9	45.1
		Draw on the strength of the voluntary and community sector  Make our children and young people active citizens	NI6: Participation in regular volunteering	20.7	22.7	24.7
			NI7: Environment for a thriving third sector	18.9 <sup>3</sup>	21.9	24.9

<sup>2</sup> NI targets set through negotiation with Government Office for London, and in accordance with government standards. To be measured through annual Place Survey results.

<sup>3</sup> Third Sector Organisations Survey 2008



**Outcome 1: Effective community engagement structures**

<b>Project</b>	<b>Timescale / Existing progress</b>	<b>Resource implications</b>	<b>Key output(s) – to be decided by group responsible</b>	<b>Team / Group responsible</b>
1. Establish a multi-agency community engagement and accountability structure	Can be achieved by Dec 2009 following PMG agreement	Within existing resources	CEF Steering Group established  Membership effective and roles and responsibilities adhered to	Proposed CEF Steering Group, supported by Council Corporate Policy Team
2. Map existing community engagement activities undertaken by partners	Mapping already undertaken.  Annual refresh necessary.	Within existing resources	Mapping exercise maintained  Mapping exercise publicly available	Council's Consultation Group, with representatives of HSP partners in attendance
3. Establish a common evaluation process for engagement activities to ensure that we use results to improve local services, identify best practice and learn from mistakes	2010-11	Within existing resources	Evaluation process designed and rolled out across partner agencies  Results analysed  Process used and results analysed on an on-going basis	
4. Using mapping and evaluations, undertake audit and gap analysis of existing community engagement activities across partners	2010-11	Within existing resources	Audit and gap analysis undertaken	
5. Make recommendations to expand / rationalise / share activities	2010-11	Within existing resources	Recommendations made to PMG	
6. Review existing mechanism for community representatives to engage with HSP	2011-12	Within existing resources	Existing mechanism reviewed; recommendations made to PMG	
7. Establish process for recording and monitoring issues raised to councillors in surgeries and Area Assemblies and attendance at these	2010-11	Within existing resources	Process established; monitoring reported to CEF Steering Group	Council's Local Democracy Team and Neighbourhood Management Team

## Outcome 2: Inclusive community engagement processes

Project	Timescale / Existing progress	Resource implications	Key output(s) – to be decided by group responsible	Team / Group responsible
<p>8. Develop publicity plan for Community Engagement Framework (for residents, councillors, staff in HSP organisations etc)</p> <p>9. Undertake review of current publicity processes and guidelines across HSP partners</p> <p>10. Develop HSP process to publicise engagement opportunities and activities</p>	<p>2010-11</p> <p>Progress to date: CEF already published on website. CEF summary and Easy Read versions in production.</p>	<p>Within existing resources</p>	<p>Publicity Plan produced</p> <p>Review undertaken and guidelines agreed by all partners</p> <p>Increased impact of publicity:                      - increased attendance at Area Assembly &amp; other community meetings                      - higher response rates for consultations across HSP                      - increased applications for civic roles</p>	<p>HSP Communications Network</p>
<p>11. Develop partnership approach to Translation and Interpretation</p>	<p>2011-12</p>	<p>Within existing resources</p>	<p>HSP Translation and Interpretation Approach agreed by HSP</p>	
<p>12. Undertake review of how different communities prefer to engage and support required</p>	<p>2010-11</p>	<p>Within existing resources</p>	<p>Review undertaken using results of evaluation process and recommendations made to PMG</p>	<p>HSP Commissioning Group</p>
<p>13. Establish HSP approach to service user payment, taking into account needs of different communities (e.g. travel expenses, caring options, language support, etc)</p>	<p>2011-12</p>	<p>A service user payment approach is being trialed under the Well-being Partnership Board. It is not possible to estimate the resource required until results of pilot are known.</p>	<p>HSP approach to community support established</p> <p>Increased uptake of support measured by:                      increased attendance of different communities at meetings and engagement events</p>	
<p>14. Develop partnership advocacy strategy</p>	<p>2011-12</p>	<p>Within existing resources</p>	<p>HSP Advocacy Strategy and Action Plan agreed by HSP</p>	<p>Well-Being Partnership Board with input from CEF Steering Group</p>

**Outcome 3: Increased community engagement capacity**

<b>Project</b>	<b>Timescale / Existing progress</b>	<b>Resource implications</b>	<b>Key output(s) – to be decided by group responsible</b>	<b>Team / Group responsible</b>
<b>15.</b> Establish a cross-sector engagement development programme (that can be undertaken by staff, community groups and community representatives)	2010-11	Within existing resources. Community engagement training is already offered by some partners. This offer needs to be widened and co-ordinated.	Cross-sector development programme established  No. of attendees on engagement courses, measured by those from statutory organisations and voluntary sector organisations  No. of attendees who find courses useful	Council's OD&L Team, with input from key partners. COMPACT Implementation Working Group
<b>16.</b> Ensure community engagement awareness and COMPACT way of working is included in staff induction programmes across HSP partners	2010-11	Within existing resources	Community engagement awareness and COMPACT way of working included in all partner inductions	
<b>17.</b> Review and build on capacity building support available for community representatives to enable them to influence partner decision making	2011-12	Within existing resources	No. of groups and individuals receiving capacity building support  Outcomes of capacity building support for individual groups	
<b>18.</b> Establish an annual community engagement conference for service providers and community representatives	2011-12	Within existing resources	Annual conference established  Nos. from different agencies and groups attending  Nos. who find conference useful	Council's Consultation Group with input from key partners, including CLF
<b>19.</b> Develop partnership volunteering plan	2010-11	ABG funded	HSP volunteering plan produced	HAVCO with input from CEF Steering Group
<b>20.</b> Undertake mapping of third sector in Haringey	2010-11	ABG funded	HSP knowledge of third sector in Haringey increased	HAVCO with input from CEF Steering Group

**Outcome 4: Community engagement good practice shared**

<b>Project</b>	<b>Timescale / Existing progress</b>	<b>Resource implications</b>	<b>Key output(s) – to be decided by group responsible</b>	<b>Team / Group responsible</b>
<b>21.</b> Ensure information in Borough Profile – Customers & Citizenship chapter – is updated	March 2010	Within existing resources	Information up to date	Council's Corporate Policy Team
<b>22.</b> Develop HSP Online Engagement Strategy	2011-12	Within existing resources	Online Strategy agreed by HSP	HSP Communications Network
<b>23.</b> Build on existing Council toolkit to establish a partnership web-based community engagement & Equality Impact Assessment toolkit	2011-12	Within existing resources	Partnership toolkit established  No. of users	HSP Communications Network With input from Council's Corporate Equalities Team
<b>24.</b> Establish a partnership web-based database where all partners: i. record details of upcoming engagement activities (for use by HSP partners and the public) ii. record results and analysis of engagement activities	2011-12	Within existing resources	Database established  Database used by all partners	HSP Communications Network
<b>25.</b> Develop online engagement tools through projects with external organisations	2011-12	Within existing resources	To be confirmed with external organisations	HSP Communications Network
<b>26.</b> Establish a common approach to research to be used across all HSP partners	2011-12	Within existing resources	Common approach to research agreed by all partners	Council's Consultation Working Group with input from all HSP partners
<b>27.</b> Raise awareness of COMPACT good practice through establishing COMPACT Good Practice Award	2010-11	Within existing resources	Awareness of COMPACT raised across HSP organisations	COMPACT Implementation Working Group



haringey strategic partnership

**Meeting:** Haringey Strategic Partnership

**Date:** 5 November 2009

**Report Title:** Thematic Board Updates

**Report of:** Mary Connolly, Partnerships Manager, Haringey Council

#### **Summary**

This report provides updates from the last cycle of Theme Board meetings. The updates provide an overview of the work streams, activities and decisions taken by each Board.

#### **Recommendations**

To note the updates from each of the boards and to comment as appropriate.

#### **Financial/Legal Comments**

N/A.

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#### **Better Places Partnership Board**

The Better Places Partnership has met twice (July and October) since the last update to the HSP.

A major development for the Board has been the launch of the Greenest Borough Innovation Fund (GBIF). Funded through the Area Based Grant, this provided partner organisations the opportunity to bid for funding for projects that support delivery of key priorities within the Greenest Borough Strategy. Twelve bids were received and following a meeting of the decision making panel in mid September (where all bids were scored against a set of criteria) four bids were successful.

Progress has also been made with work around supporting Partnership development. The sponsors of the seven Greenest Borough Strategy priorities will identify external priority leads. In time, sponsors and external leads will

write up formal partnership agreements that set out how value will be added through a partnership approach and how resources can be pooled.

Exception reports have been presented to the Board on underperforming performance targets in the Local Area Agreement, in particular NI 192 - % of household waste sent for reuse, recycling or composting. The Greenest Borough Strategy Programme monitoring is to be integrated with the performance reports in future to provide a clearer, more effective monitoring report each quarter.

The Board has also received presentations on the work of the British Trust of Conservation Volunteers, Climate Change Alliance and Haringey's plans for gaining Fair Trade Status. Following a discussion at the last Board meeting on 'faith and recycling' a project has started to consider how best to overcome the barriers certain communities face in fully utilising recycling services and how faith 'infrastructure' (networks, groups, institutions) can be used to overcome these barriers.

The next scheduled meeting of the Better Places Partnership Board is on 1 December.

### **Children's Trust**

The Children's Trust has met twice since the last HSP meeting.

A major development for the Trust has been the launch of the new Children and Young People's Plan at the October meeting. The Plan comprises a Strategic Plan, which sets the overall priorities for 2009-2020 and a rolling three year Implementation Plan. Development of the plan was based on an extensive Needs Assessment, consultation and an evaluation of the final year of the previous Children and Young People's Plan: Changing Lives. These documents are available at Haringey's website:

[http://harinet.haringey.gov.uk/index/children\\_and\\_families/cyp.htm](http://harinet.haringey.gov.uk/index/children_and_families/cyp.htm).

The development of the Children's Trust has continued with the establishment of three Area Children's Partnerships. Each Area Children's Partnership covers the same geographical area as one of the existing Children's Networks. The role of the Area Children's Partnerships is to bring together a range of local people to identify and work on local priorities in their area within the framework of the Children and Young People's Plan strategic priorities.

Exception reports have been presented to the Trust on underperforming performance targets in the Local Area Agreement. These included social care targets on assessments and child protection reviews, on teenage conceptions and on education. All education data is provisional and subject to validation by December. The social care targets are also part of the refreshed Haringey Safeguarding Plan (formerly know as the JAR action plan). A progress report on this plan is presented to each meeting of the Children's Trust. The Trust has also received a presentation in July on the lessons to be drawn from serious case reviews and an update on the work of the Local Safeguarding Children Board in October.

Presentations have also been made on the Infant Mortality Plan and on the development of a Children's Workforce Development Strategy. In October the Trust participated in a consultation and discussion session on the proposals for the Family Support Strategy.

The Trusts next meeting is scheduled for 17 December 2009.

### **Enterprise Partnership Board**

The Enterprise Board last met on 8 September 2009.

Cllr Brian Haley was nominated and confirmed as Vice Chair for the rest of 2009/10 replacing Cllr Kaushika Amin who stood down. The Boards Terms of Reference for 2009/10 were also confirmed and adopted, and Reed in Partnership was confirmed as a new organisation represented with a place on the Board.

A presentation on the progress being made with respect to the Council's Resilience Plan for the recession was given and an update on the progress being made towards developing a Future Jobs Fund bid was provided to the Board. Other reports given included; information on the Personalised Employment Programme, which will be piloted by the Department for Work and Pensions in Barnet, Enfield and Haringey from March 2011 and; updates on the three main Worklessness programmes: Haringey Guarantee, Families into Work and the North London Pledge. A general overview of business and enterprise activities in the Borough was also provided.

The Board was advised that attempts to renegotiate the LAA Incapacity related Benefits Stretch Target had been unsuccessful. Despite this Haringey Council and Reed in Partnership were still able to agree a Service Level Agreement allowing clients to access both Haringey Council and Pathways to Work provision.

The Boards next meeting is scheduled for 17 November 2009.

### **Integrated Housing Board**

The Integrated Housing Board met on 21 September and considered a number of issues including the new Affordable Warmth Strategy and Action Plan. Once agreed by the Council's Cabinet the Board will lead on monitoring the delivery of the Action Plan.

The Board also reviewed progress against the Housing Strategy and its sub strategies and the progress made during the first year of the Homelessness Strategy 2008 -2011.

Performance against Local Area Agreement targets within the Boards responsibility during the first quarter of 2009/10 was reviewed. Although performance against the target with respect to the number of people living in temporary accommodation was showing as amber, it was recognised that performance in this area was improving. With the new Emergency

Accommodation project team now in place it was anticipated that the target for the year would be met.

The Board also looked at the results of a consultation exercise with respect to the formation of a new Registered Providers Partnership and Protocol and it was agreed that the Chair should sign this off on behalf of the Board prior to agreement by the Council's Cabinet.

The Boards next scheduled meeting is due to take place on 26 November 2009.

### **Safer Communities Executive Board**

The Board met in September and discussed a presentation on the analysis from the Place Survey. The findings and recommendations from the annual partnership data report will be considered at the next meeting on 19 November.

The half-year crime report indicates that overall recorded crime is down by 2% with some notable successes in the following areas, despite the recession: There are fewer young people entering the youth justice system; higher numbers of women are accessing the Hearthstone domestic violence centre; acquisitive crime has been reduced; knife crime has reduced significantly; the ASBAT continues to achieve 100% success in court and their parenting programme has assisted one hundred and forty families where no further enforcement has been required.

Critical areas of concern to the board are:

- young adults engaged in serious violence and gangs;
- maintaining performance on problematic drug users accessing treatment;
- hospital admissions for alcohol-related incidents;
- higher levels of gun crime and insufficient support to young victims - the latter is largely due to funding issues.

Mitigation plans and regular inter-agency problem solving is occurring in support of these problems with weekly and sometimes daily updates. The SCEB Performance Management Group is looking at directing resources into the problem areas as a matter of urgency.

The DAAT oversaw a range of awareness events and publicity for Alcohol Awareness Week, including a visit by David Lammy MP to the COSMIC facility, which provides early intervention and assistance to children and their families with substance misuse problems or vulnerabilities.

The new Justice Seen, Justice Done programme is progressing well in the borough and the first Community Safety Matters newsletter is due in December. Community Payback is being delivered and additional funding has been secured for victims and witnesses of ASB.

The Borough is well prepared for further outbreaks of Swine Flu and there has been high praise for the community-focused, partnership work of Haringey's Emergency Planning and Business Continuity Team.



Two new members have joined the SCEB - Hywel Ebsworth and Rohan Sankey of the Court/Crown Prosecution Service.

The Board's next meeting is scheduled for 19 November.

### **Well-Being Strategic Partnership Board**

The Board received a report and presentation on the development of the new Tobacco Control Strategy and Action Plan. An overview was given of how the Borough was affected by smoking. The final version of the Strategy and Action Plan will be presented at the next meeting in December 2009 for sign off.

The Board received a report that provided an overview of findings of the review carried out of projects funded by the Area Based Grant (ABG) during 2008/09. A further detailed report of the eighteen projects undergoing review will also be presented at the next meeting.

An overview was given of the process that the Health Inequalities National Support Team (NST) visit, taking place in October, would follow. This was not intended to measure performance or audit services in any way, but is designed to support the local area and improve performance.

The Board received a report setting out performance against LAA targets, within its responsibility, during the first quarter of 2009/10. Concerns were raised as to whether data was being captured and measured across the partnership as a whole. There was agreement that work was required to develop a systematic approach to demonstrate this there was discussion around the outputs and outcomes needed to shift to outcome based measures.

The next scheduled meeting of the Board is on 8 December 2009.

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