



NOTICE OF MEETING

HARINGEY STRATEGIC PARTNERSHIP BOARD

THURSDAY, 25TH MARCH, 2010 at 18:00 HRS – COUNCIL CHAMBER, CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

AGENDA

MEMBERSHIP: Please see Membership List set out below.

1. APOLOGIES

To receive any apologies for absence.

2. URGENT BUSINESS

The Chair will consider the admission of any items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be considered under Item 12 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 - 8)

To confirm the minutes of the meeting held on 21 January 2010 as a correct record.

5. ACCESS TO SERVICES - PUBLIC SERVICE OFFER

A presentation will be given.

6. HOUSING IN HARINGEY - UPDATE

A presentation will be given.

7. **GOVERNANCE PROPOSALS FOR THE HARINGEY STRATEGIC PARTNERSHIP BOARD AND PERFORMANCE MANAGEMENT GROUP (PAGES 9 - 22)**
8. **REFOCUSING PERFORMANCE MANAGEMENT (PAGES 23 - 28)**
9. **GRANT THORNTON – REVIEW OF PARTNERSHIP WORKING IN HARINGEY (PAGES 29 - 72)**
10. **LOCAL AREA AGREEMENT PERFORMANCE UPDATE TO JANUARY 2010 (PAGES 73 - 80)**
11. **THEME BOARD UPDATES (PAGES 81 - 86)**
12. **NEW ITEMS OF URGENT BUSINESS**

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

13. ANY OTHER BUSINESS

To raise any items of AOB.

14. DATES OF NEXT MEETINGS

The confirmed dates of future HSP and Theme Board meetings will be circulated at the meeting (following confirmation by Council on 22 March).

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

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	<p>Following the presentation members of the Board put questions to Mr Briault and discussed how the HSP could maximise opportunities offered by the London Development Agency (LDA) DEMaP team.</p> <p>It was noted that the much of the Borough's Council Housing used individual boilers that would need to be replaced in the short term. Therefore there would be many potential large scale sites where new forms of energy could be employed.</p> <p>In response to a query the Board was advised that the Feasibility Study being undertaken would assess to what degree Council tenants would benefit from feed in tariffs. The Board was advised that the companies supplying Combined Heat and Power (CHP) energy would want guaranteed sales before they would commit to investing in the infrastructure required to deliver this. Forums such as Local Strategic Partnerships provided a good vehicle for the various partners in the Borough to identify opportunities for using CHP.</p> <p>As part of the Feasibility Study consultation with stakeholders would be undertaken and the LDA would work closely with the Council's Project Officer to establish a Steering Group. The group would gather the information necessary to determine the most appropriate sites and once this work was complete a technical analysis of the sites identified would be carried out and proposals would then be drawn together.</p> <p>It was noted that there were several densely populated areas in the Borough where a number of public facilities were also concentrated, which would provide ideal locations for CHP.</p> <p>In terms of the next steps the Board was advised that the Council's Project Officer, Jess Sherlock, would contact Partners individually and site managers would be identified in order to build a knowledge base.</p> <p>The Board was advised that Planning Officers were also looking at how planning conditions could be used to support the Council's targets with respect to reducing Carbon Emissions.</p> <p>RESOLVED:</p> <p>That the presentation be noted.</p>	All to note
HSP196.	<p>THE COUNCIL'S FINANCIAL PLANNING AND BUDGET 2010/11</p> <p>The Board received a presentation on the Council's Financial Strategy for 2010/11 to 2012/13.</p> <p>An overview was given of the level of Grant awarded to the Council from central Government for 2010/11 and the grant outlook for 2011/12.</p> <p>The Board was advised that the Council's overall net budget for 2010/11, inclusive of £171M for schools, was £417M. This equated to a net increase of £9M of which £6.5M was set aside for schools. Efficiency</p>	

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	<p>savings of £7M were also being identified across the Council during the year.</p> <p>In terms of the forecast for 2011/12 the Board was advised that an assumption of a 1% reduction to the level of grant funding and a 3% rise in Council Tax was being used for planning purposes. The equated to a £10M shortfall in 2011/12 and it was anticipated that there would be a further shortfall of £8M in 2012/13.</p> <p>Consequently there was an increased need to improve Partnership working and develop strategic commissioning further.</p> <p>The Board was advised that steps were already being taken to achieve this and that a joint commissioning group had been established by NHS Haringey and the Council to plan future services.</p> <p>RESOLVED:</p> <p>That the presentation be noted.</p>	
HSP197.	<p>LOCAL DEVELOPMENT FRAMEWORK - CORE STRATEGY AND INFRASTRUCTURE</p> <p>The Board received a presentation on the Council's Core Strategy 2011-2026, which formed part of the Local Development Framework (LDF).</p> <p>It was noted that when compiling a document such as this it was important to recognise that people accessed services and facilities that were most convenient to them and often these did not correlate with Borough boundaries.</p> <p>The Board was advised that there had been extensive consultation with the six neighbouring Boroughs, including sharing information on population growth and other data. It was recognised that the Borough boundaries were artificial and often did not reflect where people accessed services.</p> <p>The Board was advised that the draft Section 106 Agreement attached to Tottenham Hot Spurs development required a financial contribution towards improved Health facilities in the area and that this would be triggered during Phase 1 of the development.</p> <p>In areas where a large number of new houses were planned the appropriate infrastructure in terms of transport links and health provision would need to be planned jointly to ensure that the various agencies concerned aligned their strategic plans appropriately.</p> <p>In terms of the mechanisms in place to facilitate joint working, Board was advised that the production of the Core Strategy required the Local Authority to evidence that there was provision for joint planning. This would be tested when the Core Strategy was subject to an Examination in Public where a Planning Inspector would consider whether</p>	

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	<p>consultation had been adequate.</p> <p>The Board was advised that regular meetings were held between the Planning Service and NHS Haringey and it was agreed that a schedule of these meetings should be circulated to the Board.</p> <p>There was agreement that there should be discussion outside the meeting between NHS Haringey and the Council's Planning Team regarding the wording of parts of the document.</p> <p>RESOLVED:</p> <p>That the presentation be noted.</p>	<p>Marc Dorfman</p> <p>Tracey Baldwin / Marc Dorfman</p>
<p>HSP198.</p>	<p>HSP PERFORMANCE MANAGEMENT GROUP - REPORT BACK ON PARTNERSHIP DEVELOPMENT</p> <p>The Board received a presentation from members of the HSP Performance Management Group (PMG) on discussions held at the PMG Away Day and the recommendations arising from this.</p> <p>In light of the current economic climate and the increasing need to work creatively with Partners to achieve value for money the PMG had taken the opportunity to review how the HSP and PMG operated. There had been agreement that the Partnership needed to be more outward facing and improve the ways in which it engaged with people.</p> <p>In order to achieve these goals the following recommendations were made to the HSP:</p> <p><u>Haringey Strategic Partnership</u></p> <p>To best utilise the expertise and time committed by Partners it was proposed that the HSP should become a Standing Conference. This would consist of the existing membership plus the Chair of each Area Assembly. In addition local representatives with expertise would also be invited to attend to inform discussion on specific topic areas.</p> <p>It was envisaged that this approach would provide a clearer identity for the HSP and improve engagement with local people.</p> <p><u>HSP Performance Management Group</u></p> <p>It was proposed that the PMG would form the Executive Board of the HSP enabling it to take a clear role in terms of leadership. It would have the remit to prioritise and direct resources, challenge performance and consider the strategic approach that the Partnership should take to key issues.</p> <p>The PMG would be accountable to the Standing Conference.</p> <p>The Board discussed the proposals put forward and there was a general</p>	

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	<p>consensus that they were sensible, particularly in the current economic climate. It was noted that if meetings were to be held in different locations in the Borough they would need to be well planned and considered to ensure that they had a real purpose and that they did not become formulaic.</p> <p>It was also noted that only the elected Councillors sitting on the HSP had a mandate to describe themselves as community leaders. Therefore consideration would need to be given as to how this role would be described.</p> <p>In response to concern around how LAA targets would be performance managed, if the HSP moved to a Standing Conference, the Chair noted that whilst performance monitoring formed an important element of the Partnership's work the PMG was recommending that the HSP's time could be used more effectively by focussing on strategic issues. There had been agreement that focussing on the broader priorities of the Partnership and where it could add value would form the most effective use of the HSP's time.</p> <p>It was noted that a different type of relationship between the Public Sector and the public was evolving in terms of expectations and service provision. In addition to bringing together community leaders the Partnership had a key role to play in gauging public opinion and developing mechanisms to increase engagement. The proposals put forward were intended to address this.</p> <p>There was agreement that the HSP should receive a presentation on Access to Services at its next meeting and that this should be used as a starting point to launch for discussion around the strategic issues attached to this.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the presentation be noted. ii. That a presentation on Access to Services at its next meeting. 	<p>Wayne Longshaw / Mary Connolly</p> <p>Wayne Longshaw / Mary Connolly</p>
<p>HSP199.</p>	<p>LOCAL AREA AGREEMENT PERFORMANCE UPDATE TO NOVEMBER 2009</p> <p>The Board received a report that provided an update on the latest performance data against Local Area Agreement targets.</p> <p>The Board was advised that current forecasts predicted that approximately £6M of Reward Grant would be received. This was based on the assumption that seven of the Stretch Targets would be achieved in full and three would be achieved in part.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	

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<p>HSP200.</p>	<p>LOCAL AREA AGREEMENT 2008/09 - 2010/11 ANNUAL REVIEW AND REFRESH</p> <p>The Board considered a report that set out the process and timescales for completing the Local Area Agreement (LAA) Review and Refresh.</p> <p>The Board was reminded that the Haringey LAA for 2008/09 – 2010/11 had been signed off by the Council’s Cabinet and Government in July 2008. The LAA was reviewed on an annual basis to ensure that all the necessary measures were being taken to achieve targets.</p> <p>In response to a query the Board was advised that the refresh and review process was largely a technical, officer based, piece of work and that there was limited scope to renegotiate targets.</p> <p>Councillor Reith, Chair of the Children’s Trust, noted that the Trust’s Executive Performance Management Group had agreed that N1 112 should be removed from the reward calculation. This would continue to be monitored as it remained a priority.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> i. That the timescales for completing the LAA Review and Refresh be noted. ii. That the actions proposed actions with respect to frozen and deferred targets and all outstanding targets, as set out in Appendix 1 of the report, were approved. 	<p>All to note</p> <p>Wayne Longshaw</p>
<p>HSP201.</p>	<p>MAPPING HARINGEY’S THIRD SECTOR - FINAL REPORT</p> <p>The Board received a report setting out the findings of the Third Sector Mapping exercise commissioned by the HSP.</p> <p>Following a brief overview of the report, given by the consultants employed to carry out the exercise, the Board discussed its findings. It was noted that Homes for Haringey was funding a project to bring community spaces back into use and it was suggested that many of the smaller Third Sector organisations identified may be able to benefit from this.</p> <p>In response to a query the Board was advised that in calculating the level of Gross Value Added (GVL) by the Third Sector, the funding provided by the Public Sector had been taken into consideration. However, there may be an element of duplication, not identified as not all of the respondents had answered all of the questions set with respect to this.</p> <p>It was confirmed that the data suggested that Haringey had a larger number than average of smaller Third Sector organisations. It was likely that these would not have the capacity or expertise to prepare funding applications and consequently there was reliance upon the Local Authority for funding.</p>	<p>All to note</p>

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	<p>It was noted that the use of consortia and other processes for compiling joint bids were useful to smaller organisations and should be encouraged.</p> <p>The Chair of HAVCO advised that the organisation had used National Lottery Funding, raised in conjunction with the Council's Voluntary Sector Team, to hold training sessions on fundraising. He noted that HAVCO would analyse the report and its recommendations and form a three year plan setting out how the Third Sector should look in three years time and how this would be achieved.</p> <p>The Board welcomed the production of a strategy and action plan and noted that this would form a particularly important piece of work given the increasing restraints on resources.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the findings of the report be noted. ii. That a strategy and action plan, setting out how the Third Sector should look in three years time and how this would be achieved, should be compiled by HAVCO and submitted in six months time. 	Naeem Sheikh
HSP202.	<p>OUTCOME OF THE DEPARTMENT OF HEALTH - HEALTH INEQUALITIES NATIONAL SUPPORT TEAM VISIT</p> <p>The Board received a report that provided an overview of the recommendations made by the Health Inequalities National Support Team (HINST) following their visit in October 2009.</p> <p>It was noted that NHS Haringey was holding a seminar on 27 January, from 11am to 12.30pm, which would look at the HINST's findings in more detail. This was being held at St Ann's Hospital and members of the HSP were welcome to attend.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	All to note
HSP203.	<p>THEMATIC BOARD UPDATES</p> <p>The Board received a report, for information, that provided an update on the activities undertaken by each of the Theme Boards since the previous HSP meeting.</p> <p>RESOLVED:</p> <p>That the report be noted.</p>	
HSP204.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>No new items of Urgent Business were raised.</p>	

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HSP205.	<p>ANY OTHER BUSINESS</p> <p>No items of AOB were raised.</p>	
HSP206.	<p>DATES OF FUTURE MEETINGS</p> <p>It was noted that the next meeting was scheduled to take place on 25 March 2010 at 6pm.</p>	All to note

The meeting closed at 8.45pm.

COUNCILLOR CLAIRE KOBER

CHAIR

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Meeting: Haringey Strategic Partnership

Date: 25 March 2010

Report Title: Governance Proposals for the HSP Board and Performance Management Group

Report of: Interim Deputy Chief Executive, Haringey Council

Purpose

1. To propose changes to the roles of the Board and Performance Management Group that will increase the effectiveness of the work of the Partnership.

Summary

2. 1. The HSP meeting of 21 January agreed the recommendations from the PMG development session in November to re-focus the work of the Partnership including strengthening its governance arrangements. The proposals are the Board becomes a Standing Leadership and is more actively involved in shaping new policies, critiquing the delivery of partner services and expands to include Area Assembly Chairs in its core membership. Proposals for the performance Management Group becomes the Executive Board, shaping and directing resources, championing innovative practice and commissioning evidence based strategies in delivering the vision for the Borough.

2.2 The revised terms of reference have been amended to reflect the proposals and are attached as appendix 1. The changes are highlighted in italics for ease of reading – see points 6, 7 8, 9, 11, 12, 13, 16, 21, 27, 28, 29, 32 and 33.

Legal/Financial Implications

3. Local strategic partnerships are non statutory bodies and as such Haringey Council will remain the accountable body for the partnership. There are no other direct legal or financial implications.

Recommendations

4. That the Board endorse the proposals and that they become effective from April 2020.

For more information contact:

Name: Mary Connolly
Title: HSP Manager
Tel: 020 8489 6939
Email address: Mary.connolly@haringey.gov.uk

Background

5.1 The Haringey Strategic Partnership was established in 2002 and last refreshed its Terms of Reference and Operating Arrangements in 2009. The Comprehensive Area Assessment produced by the Audit Commission in December 2009 identified a wide range of very positive achievements that the Partnership has brought about and there is much for the Partnership to be proud of and to celebrate.

5.2 Working in partnership at every level has become increasingly embedded in all the partner organisations and this will continue, regardless of how national policy in respect of, for example, Local Area Agreements, and Local Development Frameworks might change.

5.3 The last eighteen months has seen a severe economic downturn for the country which will have a dramatic impact on public sector spending over the next five years. Funding will be under severe pressure for all partners and there will be a requirement to deliver more for less across the board, working ever more creatively and efficiently together to deliver good outcomes for local people.

5.4 In November the Performance Management Group spent some time taking stock and reflecting on the way partnership business is done, focusing most on its own role and that of the Board. There were a number of conclusions which were developed further at its meeting in January and fed back and discussed at the Board meeting on 21st January. There is more to do and this report reflects the first stage of proposals.

5.5 The Partnership, in the way it works and how it is structured, needs to be more efficient. Over time layers of accountability have developed and that is often represented by the same reports going many times to different meetings within the Partnership. The visibility and accountability of the Partnership to local people is limited. Given the range and depth of services delivered through the Partnership, this needs to be addressed, so that it is more connected to local communities and more able to give them a voice. Perhaps most important of all, the increasing importance attached to “place” in government thinking means that the Partnership can seize the opportunity to be the champion for Haringey’s people and places above everything else, not allowing itself to be so distracted by the range of documents and strategies that are part of national frameworks.

Use of Appendices

Appendix 1 - Revised HSP Terms of Reference and Operating Arrangements

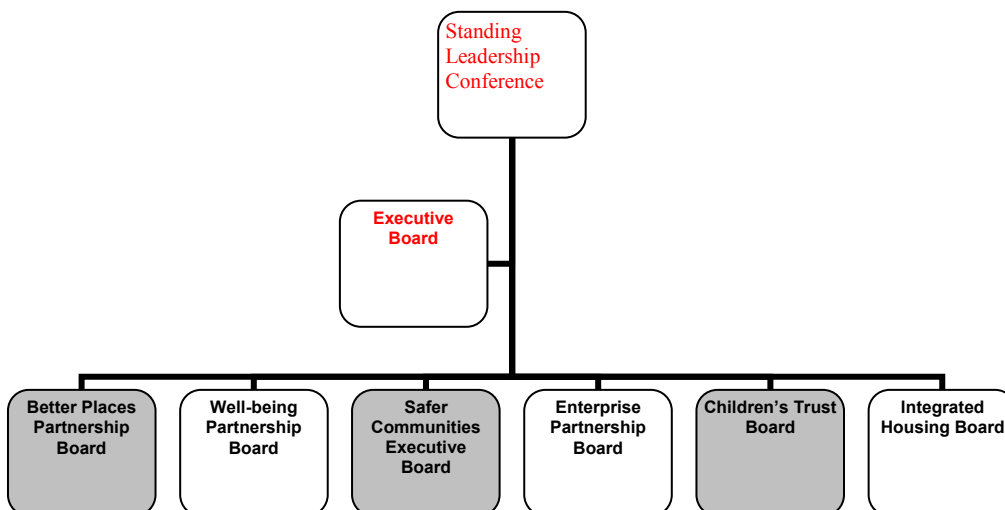
Terms of Reference and Operating Arrangements

Introduction

1. Haringey Strategic Partnership (HSP) is the Local Strategic Partnership for the London Borough of Haringey. Set up in 2002, its primary purpose is to bring together the public, private, and voluntary and community sectors to work together to improve the quality of life for all who live, work in, and visit Haringey.

Section 1 - HSP Structure and Membership

2. The HSP structure is shown below in diagrammatic form. It is a 'family' of partnerships comprising:
 - **A Standing Leadership Conference**
 - **An Executive Board**
 - Six Theme Partnership Boards
 - Better Places
 - Children's Trust
 - Enterprise
 - Safer Communities
 - Integrated Housing
 - Well-being
 - Haringey Community Link Forum (Voluntary & Community Sector)
3. Specific working /tasks groups may be established to address particular issues and conferences and other events and activities will be held as appropriate. Together with consultation and engagement structures, these are ways in which the wider community can be effectively engaged in issues and in ways that are of particular interest to them.



The Role of the HSP

4. As the “partnership of partnerships”¹ for the borough the HSP will:
 - Exercise a **leadership and governing role** through identifying and articulating the needs and aspirations of local communities and reconciling or arbitrating between competing interests
 - Have **oversight of and coordinate community consultation and engagement** activities of individual partners and where appropriate combine them
 - Produce a **Sustainable Community Strategy (SCS)** based on data and evidence from the local area and its population, to establish a shared local vision and priorities for action
 - Produce a **Local Area Agreement (LAA)**, based on the priorities identified in the Sustainable Community Strategy
 - Have **oversight of the planning and alignment of resources** in the locality (where relevant to delivery of the Sustainable Community Strategies and LAA) in order to achieve more effective and efficient commissioning and ultimately better outcomes. Although, each partner will remain accountable for its decisions taken in relation to funding streams allocated to it
 - **Review and performance manage progress** against the priorities and targets agreed in the LAA and ensure delivery arrangements are in place

Guiding principles

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

¹ Creating Strong, Safe and Prosperous Communities: Statutory Guidance July2008

The Standing Leadership Conference (SLC)

Role and Responsibilities

6. ***The Conference acts as the Sounding Board and the forum for the Partnership constitutionally to get broader views on developing policies and strategies. Its primary role is to champion the needs of local people and local communities and see that they are fed into the development of the Partnership's policies and strategic understanding of Haringey; the Place and the People.***
7. ***The Conference receives an Annual Report from the Executive Board on the performance and operation of the Partnership as a whole, including the Thematic Boards, the delivery of the SCS and the LAA. It will work on some of the strategic issues facing the Borough by receiving presentations, working in facilitated sessions, challenging the effectiveness of new policies and practices across all the partner agencies.***

8. Terms of Reference

The terms of reference for the Board are to:

- i. ***Steer and shape the vision for the Borough***
- ii. ***Endorse the key strategic plans for Haringey including the Sustainable Community Strategy and the Local Development Framework.***
- iii. ***Receive and scrutinise an Annual Report from the Executive Board on the performance, operation and investment of the Partnership***
- iv. ***Operate as a Sounding Board through facilitated discussion and challenge, for innovative ideas, providing a reality check for partners and ensuring the voice of local people is fed into the development of Partnership programmes.***
- v. ***Consider and recommend new ways in which the Partnership can become more accountable and visible to local people, creating wider opportunities for engagement***
- vi. Share information about the borough and local needs and best practice in the planning and delivery of services
- vii. Act as the main opportunity for partners to meet and share information to inform future Partnership activity and priorities
- viii. Raise topical, relevant issues that affect the remit of the Partnership as appropriate

Membership of the *Standing Leadership Conference*

9. The HSP Board comprises the following **core** Members which includes representation from each of the sectors, representation from each of the theme areas ***and representation from each Area Assembly.***

Sector/Interest		Organisation	No. of places
Statutory/Core Agencies	Local Authority (LA)	Leader of the Council	1
		Chief Executive	1
		Cabinet Members	3
	Health	NHS Haringey	2
		Barnet, Enfield & Haringey Mental Health Trust	1
	Joint LA/NHS Haringey	Director of Public Health	1
	Housing	Registered Social Landlord Homes for Haringey	1 1
	Community Safety	Metropolitan Police London Fire Brigade	1
Jobs and Training	JobCentre Plus	1	
Higher Education	Middlesex University	1	
Further Education	Learning and Skills Council CONEL	1 1	
Voluntary and Community Sector	Community Link Forum (CLF)	HAVCO (standing position)	1
		Community reps – elected positions	6
Other Sectors/Interests	Youth	Haringey Youth Council	2
	New Deal for Communities	The Bridge, NDC	1
	MPs	Member of Parliament	2
	GLA	Greater London Authority	1
Themes	Thematic boards 1x6	*Better Places Partnership * Children's Trust * Enterprise Partnership * Integrated Housing Board * Safer Communities Executive Board * Well-Being Partnership Board	6
Area Assemblies		Area Assembly Chairs	7
		TOTAL	42
Others	Observers Community representatives and service users of geography or of interest as suggested by topic areas	GOL Chair of Overview & Scrutiny Committee	

Review

10. Membership of the **Standing Leadership Conference** will be reviewed annually to ensure that all interests are adequately represented and meet statutory requirements as well as good practice on engagement and involvement.

Chair of the Standing Leadership Conference

11. The Leader of Haringey Council will be the Chair. This appointment will be confirmed at the Annual General Meeting.
12. The Chair will take decisions on behalf of the Partnership where such decisions are genuinely urgent and delay to the next meeting would seriously prejudice interest of the Partnership. S/he will consult all **Executive Board** members so far as practicable in advance of the decision. The Chair's decision will have immediate effect and will be reported to the next meeting for noting.

Vice Chair of the Standing Leadership Conference

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

Deputies

14. Member organisations are expected to make every effort to attend meetings of the Partnership. If their appointed representative cannot attend a meeting, they should formally submit apologies to the Committee Secretariat in advance of the meeting and make every effort to find a substitute or deputy to attend. This person should be formally notified to the Haringey Council's Committee Secretariat so they can be included in all mailings etc.
15. Members of the Partnership are expected to give apologies for no more than two consecutive meetings in any twelve month period.

Level of Representation

16. Partner bodies are responsible for ensuring that they are represented at their most senior officer or Board Member level for the **HSP Standing Leadership Conference, Executive Board and Theme Boards**.
17. These representatives are responsible for disseminating decisions and actions required back to their own organisation, ensuring compliance with any actions required and reporting back progress to the HSP.

Observers and "expert witnesses"

18. The Government Office for London (GOL) and the Chair of Overview and Scrutiny Committee will be a 'standing' observers at the ***Standing Leadership Conference***.
19. With the permission of the Chair other regional or sub-regional partners may be called upon to attend meetings as necessary acting as "expert witnesses" (but not as Members) for specific items.

Voluntary and Community Sector

20. The Voluntary and Community Sector will be represented on the Partnership through the Community Link Forum (CLF) – the 'forum of forums' for the community and voluntary sector in Haringey.² The CLF will have 32 places on the HSP providing representation across the partnership structure as follows:
 - HSP Board – HAVCO Chair + 6 elected community representatives
 - HSP PMG – HAVCO Chief Executive
 - 6 Theme Boards – 1 HAVCO representative + 3 elected representatives for each board.

Other Community and local interests

- 21. It may be appropriate to invite other community representatives (of geography or of interest) to participate in meetings as appropriate to the topic under discussion.***

<h2>Theme Boards</h2>

Role and Responsibilities

21. The theme boards will be determined by the HSP. Each theme board is responsible for its own operating arrangements and will be responsible for the outcomes identified in the Sustainable Community Strategy and the improvement targets within the Local Area Agreement that relate to their remit. The theme boards will also be responsible for performance managing and reporting on progress in delivering the outcomes and targets within their thematic area.
22. The Council's Cabinet members will be Members of their respective Theme Partnerships.
23. Chairs of the Theme Boards will be appointed from amongst the members of the relevant HSP Theme Board.

² Haringey Community Link Forum Agreement – Haringey Council and Haringey Association of Voluntary & Community Organisations (HAVCO), July 2007.

24. Each Theme Board will select from its membership a representative to sit on the main HSP Board.

25. Each Theme Board will agree its membership based upon national good practice, skills, knowledge, experience and local context.

Terms of reference

26. The terms of reference for the theme boards will include:

- i. develop the thematic input of the Sustainable Community Strategy
- ii. monitor performance of key targets under the LAA
- iii. consider exception reports in respect of those targets not being achieved, agreeing corrective action and forwarding an explanatory report to the **Executive Board**.
- iv. approve proposals (activities and interventions) for agreed priority targets
- v. develop and implement commissioning arrangements for the delivery of agreed activities and interventions and ensuing accountability against what has been commissioned
- vi. drive delivery and ensure that plans are in place to achieve the targets and outcomes within their remit.

Executive Board

Roles and Responsibilities

27. The **Executive Board** (EB) brings together the key decision makers in the borough enabling them to provide **leadership and direction** to the work of the Partnership.

28. The **Board** will **identify key strategic, pan borough and neighbourhood issues that need Partnership attention and will commission and approve evidence based strategies such as the Sustainable Community Strategy, Local Development Framework and Local Area Agreement.**

Terms of Reference

29. The terms of reference for the **Board** are to:

- i. Oversee and direct the business of the Partnership, ensuring that action is taken to secure delivery of the agreed outcomes **in the most cost effective way**
- ii. **Identify and approve** changes to the structure, membership and operating arrangements of the Partnership
- iii. **Produce an Annual Report for the Standing Conference on the performance and operation of the Partnership as a whole including its governance and risk management.**

- iv. Hold lead partner named officers to account for performance where there are failures*
- v. Utilise the resources of the Partnership and of partner agencies in developing new models and strategies that secure improvements in the quality of life for Haringey residents*
- vi. Commission and approve evidence based strategies and plans such as the Sustainable Community Strategy, Local Development Framework and Local Area Agreement*

The **Board** will be chaired by the Chair of the HSP, **or by a Chair agreed by the Board**. Meetings will be held 6 to 8 weekly with additional meetings at the discretion of the Chair to consider any urgent business, if necessary.

30. Membership of the **Executive Board** will include:

- The Chair of the HSP – Leader of the Council
- The Vice Chair – Principal of CONEL
- The Chief Executive of the TPCT
- The Borough Commander
- Haringey Council's Chief Executive
- The Chief Executive of HAVCO
- The District Manager Job Centre Plus

31. The quorum for any valid meeting of the **Executive Board** will be three members including the Leader of the Council or his/her Deputy.

32. It is the responsibility of each member to be clear about the scope of the decision-making powers delegated to them by their partner agency and to make this known when relevant.

33. When decisions of the Board require a further formal decision or ratification by a partner agency to become legally effective, it will be the responsibility of the relevant member to ensure that the matter is duly referred on to the decision-making body of that partner agency and the outcome reported back.

Section 2 – Format and Conduct of Meetings

Frequency of meetings

34. Ordinary meetings of the **Standing Conference** and the Theme Boards will be held four times a year (The year will run from 1st June to 31st May). Additional meetings will be arranged if necessary.

35. Meetings will be held at an appropriate venue within the borough. Meetings will generally be open to the press and public as observers, but will be closed for items of exempt or confidential business, as necessary.

Calendar of meetings

36. A calendar of normal meetings will be provided at the commencement of each year.

Dispatch of Agendas

37. Agendas will be dispatched electronically at least five working days before the meeting. The agenda, papers and minutes will be available to the public on request from Haringey Council's Committee Secretariat and accessible via Haringey Council website <http://www.haringey.gov.uk> .

38. Late or additional items may only be considered if the meeting agrees to do so at the invitation of the Chair.

Quorum

39. To make decisions, meeting must be quorate. A quorum will be at least a quarter of the members.

Voting and decisions

40. The HSP will endeavour to arrive at all decisions by consensus. In exceptional circumstances if a member requests it, a vote may be taken. In this case the Chair will take a vote by show of hands.
41. Each member has one vote. Decisions will be by simple majority. Observers are not eligible to vote. In the event of a tied first vote, a second vote will be taken with the Chair having a casting vote.

Accountability

42. The London Borough of Haringey is the accountable body for the HSP. The Partnership is accountable through the London Borough of Haringey to regional and central government and the wider community.
43. Representatives will speak for the organisation or network that they represent at meetings and carry back to their organisation the key messages and decisions of the Partnership.

Final ruling

44. The Chair's interpretation of the code relating to conduct of business at meetings shall be final.

Funding

45. Partners can make financial or "in kind" contributions to supporting the partnership.

Section 3 – Code and Rules of Conduct

Standards in Public Life

46. Members of the Partnership agree to abide by the Seven Principles set out by the Committee on Standards in Public Life when attending meetings or carrying out the business of the HSP (see Appendix 1).

Absence

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

Declarations of Interest

48. The key guiding principle is that when acting as a Board Member, Members must avoid conflicts between their private interests and their public role as a Board member.
49. Members must declare any personal interests, including interests arising from membership of other public or voluntary bodies with respect to agenda items at the start of the meeting. A member may attend, speak and vote on any item where an interest is declared except when the majority of the other members present without an interest decide that the interest is of such significance that the member concerned must leave the room for that item.

Hospitality

50. Members should treat with caution any offer or gift, favour or hospitality made to them as acceptance can lead to a public perception of the HSP contrary to the Nolan Principles. Members are required to declare any gift or hospitality received with an estimated value of £25 or more.

Personal Behaviour

51. Members are required to be courteous and respectful to all persons with whom they come into contact through their HSP work and never to conduct themselves in a manner which could be regarded as bringing the Partnership into disrepute.
52. If unacceptable behaviour occurs during a meeting, the Chair may request the member to withdraw and subsequently raise the matter with the nominating body.

Non-Discrimination

53. No Member shall discriminate against any person or organisation on grounds of perceived difference and Members are expected to take every opportunity to promote equality and diversity in the course of their work on the HSP.

Public Statements

54. Individual Members should not make press/public statements on behalf of the HSP. Requests for such statements should be referred to the HSP Lead Officer in the Council who will liaise with the respective Chair about the release of statements. Individual Members should not publicly oppose decisions made by the HSP

Complaints

55. The HSP seeks to operate in a transparent and fair manner when carrying out their duties and work programme. In doing so they aim to listen and learn and put things right within the resources available.

56. Any complaints will be dealt with in accordance with the HSP Complaints Protocol.

Updated March 2010

Appendix 1: The Nolan Seven Principles of Public Life

The Committee on Standards in Public Life (originally the Nolan Committee) set out '**Seven Principles of Public Life**' which it believes should apply to all in the public service. These are:

Selflessness

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership

Holders of public office should promote and support these principles by leadership and example.

(Standards in Public Life: First Report of the Committee on Standards in Public Life (1995) Cm 2850 p.14)



Meeting: Haringey Strategic Partnership

Date: 25 March 2010

Report Title: Refocusing Performance Management

Report of: Eve Pelekanos, Corporate Head of Policy and Performance.

Purpose

To set out a revised approach to performance management for the Haringey Strategic Partnership.

Summary

This report sets out the new approach in more detail and how this will be achieved. This includes establishing a new Business Group which will handle the routine business including performance and other reports.

In November 2009 the Performance Management Group agreed to a new approach to performance management.

The new arrangements set out clear roles and responsibilities ensuring accountability at all levels of the partnership and will enable the HSP to have a wider and more strategic perspective.

Legal/Financial Implications

There are no specific legal or financial implications but the re-focussing of the performance management arrangements should ensure intelligent use of resources with the ability to mobilise resources and activity to deal with under performance.

Recommendations

That HSP consider and agree the arrangements proposed to deliver a re-focussed approach to performance management for the Partnership.

That the HSP consider the proposed membership of the Business Group and its role in managing performance.

For more information contact:

Name: Eve Pelekanos
Title: Corporate Head of Policy and Performance.

Tel: 020 8489 2508

Email address: eve.pelekanos@haringey.gov.uk

Background

Contribution to Sustainable Community Strategy Outcome (s)

A robust performance management framework will support the achievement of all Sustainable Community Strategy outcomes.

Key Benefits

There is a 'layered' approach, where detailed performance management occurs at the operational levels of the partnership with oversight at the Executive Board (PMG) and Standing Leadership Conference (HSP Board).

Right level of performance information is discussed at the right level so that strategic discussion is not overwhelmed by too much data.

Partners are enabled to challenge each other on performance and resource information.

Key Risks

The Executive Board (PMG) and Standing Leadership Conference (HSP Board) lose sight of key performance issues. This will be mitigated by ensuring that these two bodies receive high level overview reports as proposed.

The Proposed Framework

The Performance Management Group held a development session in November '09 to look at new ways of working and improving the partnerships focus. There was agreement that a different approach to performance management was needed. This report sets out the proposed arrangements to be effective from April 2010.

The key features of the revised framework will be:

- A 'layered' approach to performance management with detailed monitoring at the Thematic Boards and high level overview and challenge at the Executive Board. The Board will provide input to innovative solutions for long-standing issues (diagram 1 provides detail of roles and responsibilities in terms of performance management)
- A new Business Group will be formed which will have a firm grasp of performance across the Partnership, provide peer challenge and make recommendations to the Executive Board.

- Relevant and proportionate reporting to the various HSP Boards enabling them to fulfil their roles and responsibilities (Diagram 2 sets out the frequency and type of reporting to the various Boards)

The Business Group and Proposed Membership

The Business Group will have overall responsibility for performance and resource management, reviewing commissioning intentions, overseeing the implementation of the Community Engagement Framework and the development of key partnership strategies (eg the Sustainable Community Strategy). The group will also be responsible for overseeing the LAA refresh and reviewing partnership activity.

The Business Group will receive detailed performance reports which focus on areas where targets are not being met and will make recommendations to the Executive Board on areas of risk.

It is proposed that membership is as follows:

- Joint Director of Public Health
- Head of Community Safety/ Partnerships Inspector (Police)
- Assistant Director Frontline Services
- Deputy Director Children Services (Children & Families)
- Assistant Director of Strategic & Community Housing
- HAVCO representative
- Senior Finance Officer and Senior Performance Managers from key partner agencies
- The group to be chaired by the Partnership / Business Manager / Assistant Chief Executive

Data Quality

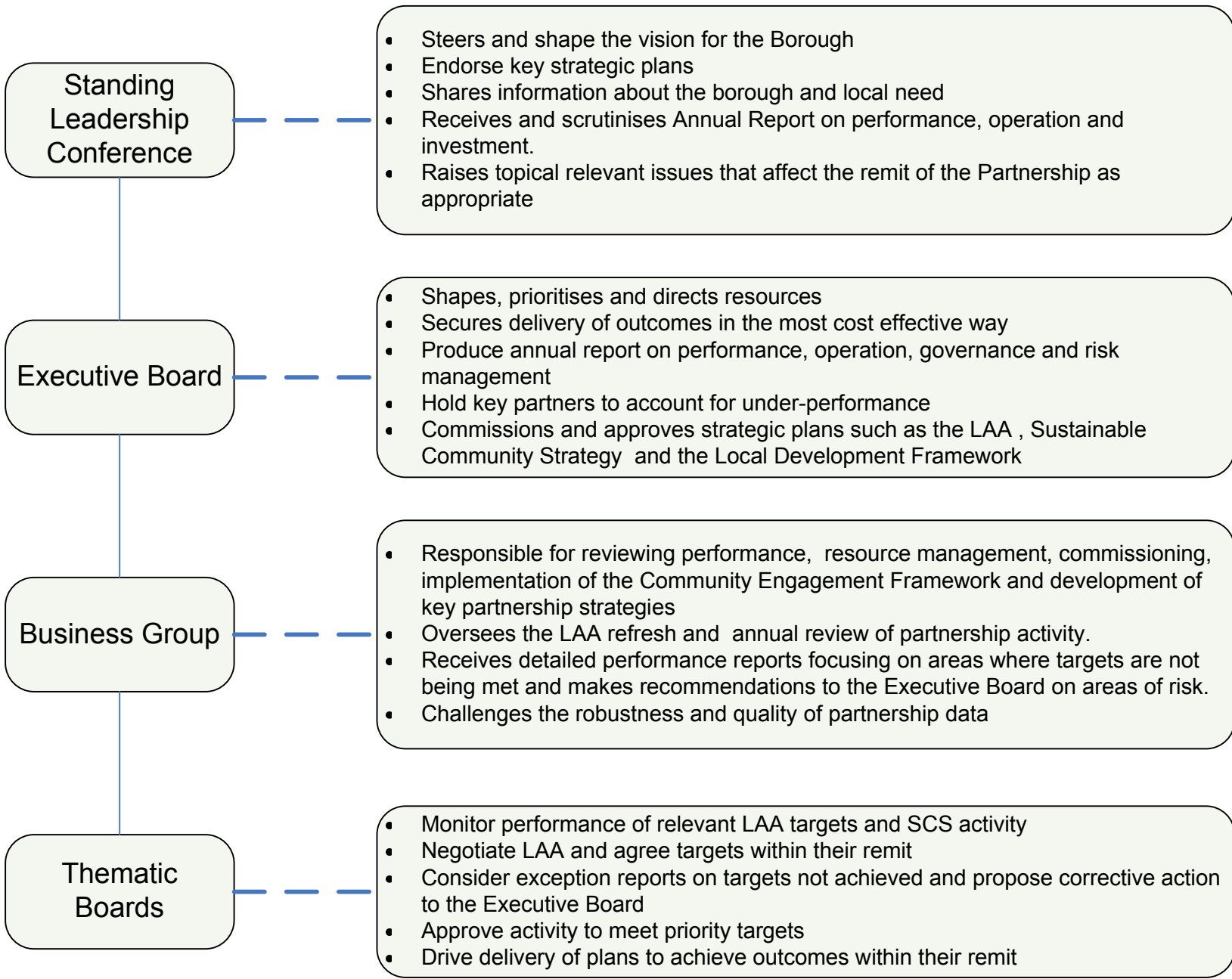
Data used for performance managing the Haringey Strategic Partnership will need to conform with the Audit Commission's "Standards for Better Data Quality" i.e. it will be Accurate, Valid, Reliable Timely, Relevant and Complete.

Data will be subject to scrutiny and audit in line with the Council's Data Quality Policy and Strategy.

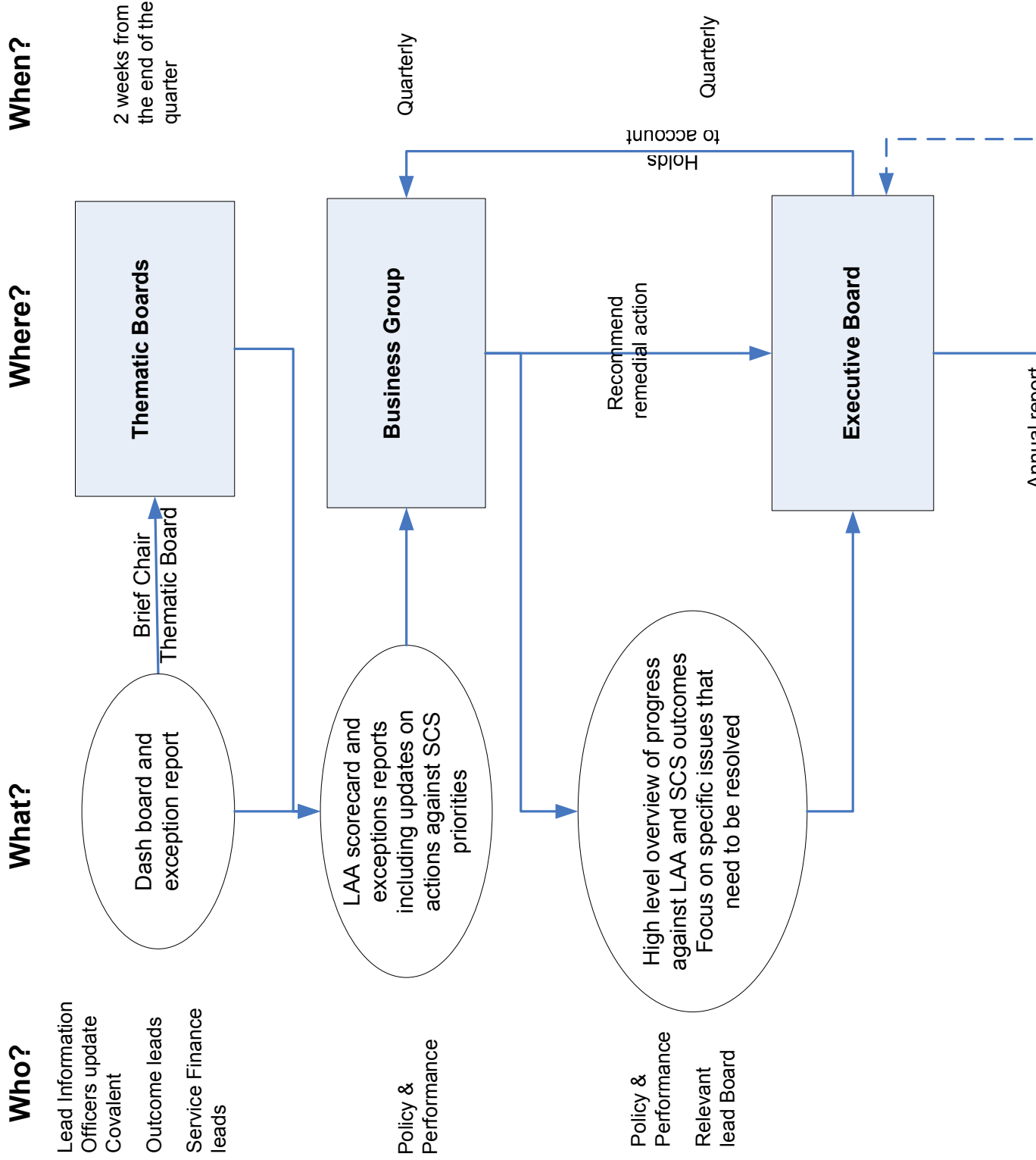
The Business Group will have responsibility for challenging the robustness of partnership data.

Community Engagement, Compact & Equality Implications

- Has any form of community engagement been carried out? No
- Has an [Equalities Impact Assessment](#) been carried out? No, not applicable
- Have the [Compact](#) principles been considered? Not applicable



Performance Management Process



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Meeting: Haringey Strategic Partnership

Date: 25 March 2010

Report Title: Grant Thornton – Review of Partnership Working in Haringey

Report of: Wayne Longshaw, Assistant Chief Executive, Policy, Performance and Communications, Haringey Council

Purpose

1. To present the findings of a review of partnership working undertaken by Grant Thornton.

Summary

2. 1. Grant Thornton have undertaken an audit which looked at the relationship between the Council, the PCT and other local strategic partners and focused specifically on the quality of partnership working and shared governance arrangements. The audit was carried out between November 2009 and February 2010. Members of the Board and theme Boards were invited to contribute to the audit by completing a questionnaire.

2.2. The audit included a detailed focus, known as a “tracer”, on a specific area. The aim being to establish whether partnership working practice in this area reflects wider arrangements and best practice across the Local Strategic Partnership (LSP).

2.3 The review report will provide supporting evidence for the 2009/10 Comprehensive Area Assessment process, including the Use of Resources (UoR) for both the Council and the PCT. The final report is attached as an appendix.

2.4 The Board will be aware that the Performance Management Group has undertaken its own review of the HSP working arrangements and this has been co-ordinated with Grant Thornton. Many of the recommendations in the action plan are already being taken forward. The Council and Partners will work towards completing the actions in 2010/11.

Legal/Financial Implications

3. The review was jointly funded and contained within the 2009/10 audit plans of the Council and the Primary Care Trust, Haringey NHS.

Recommendations

4. That the Board endorse the report and the twelve management actions contained in the action plan.

For more information contact:

Name: Mary Connolly

Title: HSP Manager

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

Background

5.1 The Audit of partnership working was undertaken in response to a national study and toolkit for local strategic partnerships (LSPs) published by the Audit Commission titled [Working Better Together](#). The study concluded that most LSPs are evolving and maturing, but that there is a wide variation in the quality of partnerships, and their ability to deliver intended outcomes. The review makes use of the methodology set out in this study.

5.2 In undertaking this audit, Grant Thornton is seeking to achieve the following:

- to assess whether partners are working together effectively to maximise value from combined resources;
- to stimulate improvements to partnership working practice within client organisations; and
- to provide supporting evidence for the 2009/10 Comprehensive Area Assessment process, including UoR conclusion.

5.3 Effective partnership working is a theme throughout the new CAA framework, and as such the review report will provide supporting evidence for the 2009/10 CAA process, including the UoR for both the Council and the PCT.

Use of Appendices

Appendix 1 - Grant Thornton – Review of partnership working, March 2010.



Partnership working in Haringey

16 March 2010

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1 Executive Summary

1.1 Context

As part of the 2009/10 audit plans for Haringey Council ('the Council') and Haringey Teaching Primary Care Trust ('the tPCT') we agreed to undertake a review of Partnership working to inform our Use of Resources assessment.

Our approach was to build on our understanding from the 2008/09 Comprehensive Area Assessment (CAA) and Use of Resources (UoR) processes by reviewing relevant documents and interviewing key members of the Haringey Strategic Partnership (HSP) and the chairs of each theme board. We also sent a survey out to 90 HSP and theme board members, receiving responses from 34 people. We considered this to be a statistically relevant response rate. Finally, we attended an HSP Board meeting as observers. Please see Appendix B for more details on our methodology.

Whilst undertaking our review we learnt that the Leader of the Council had commissioned a similar piece of work from the Interim Deputy Chief Executive. We refer to this as the 'Performance Management Group (PMG) review' within this report. As soon as we became aware of the PMG review we utilised the findings to steer the direction of our work. The focus became for us to provide additional challenge to the HSP and to focus on the function of the theme boards and the utilisation of the Joint Strategic Needs Assessment (JSNA) by the HSP.

1.2 Key messages

- Setting "red flag" issues to one side, CAA identifies positive outcomes delivered in partnership. There are good examples of working together to solve problems, mostly where a problem is "bigger" than single organisations (swine flu, teen pregnancy, sexually transmitted diseases for example). The challenge, therefore, is around finessing structures, addressing known weaknesses and developing a bolder shared vision.
- The partnership is resilient; it has coped with significant external stress and scrutiny, changes to personnel and challenging discussions. This has been achieved through a combination of generally effective structures and good interpersonal relationships. The adversity faced in the past 18 months has led to renewed focus regarding partnership working and this was reflected on positively in the recent joint inspectorates' report on safeguarding.
- However, performance management systems have risked becoming stymied, as there has been little differential in the reports received by the theme boards and the board / PMG. There has been a sense of disconnect between HSP leadership and local / front-line service delivery. Joint resource management is rudimentary in terms of tangible outcomes outside the Area Based Grant (ABG) / Performance Reward Grant (PRG) debate, and the scope for achieving significant efficiencies through collaboration between HSP partners is only now starting to be explored seriously. This is vital as it is one of the pivotal ways of addressing the stresses of the 2011/12 and beyond funding reduction. The Partnership is self-aware in this respect and recognises the need to shift up a gear. Partners are setting a clear agenda for development and improvement.

- The theme boards are operating at differing levels of maturity and effectiveness, with performance against LAA targets varying widely across the boards. The latest data available shows that overall across the LAA targets 24.3% are rated as 'red', with the Enterprise Board for example having 57% rated as 'red' and data awaited for all its other targets (see section 2.5.7 below). This performance should, however, be set in the context of an 18 month recession. In addition, in our view the number of members on the theme boards is too high in some cases. Further monitoring and review of the theme boards is needed as part of the continuing PMG review.
- The JNSA has to date had inconsistent impact across the partnership. Partners are aware of it, but have not all been able to make effective use of it, particularly at the Better Places and Integrated Housing theme boards. There is scope for Phase 2 to more directly influence and inform all the theme boards' work, and for it to continue to feed into specific commissioning activity.

1.3 High-priority actions

Please see Appendix A for our Action Plan with management responses to the action points below:

- The HSP Board needs to be free to focus on strategic issues. The theme boards should be managing the more operational matters, for example, recycling targets.
- The HSP is data-rich, and there are specific examples of information being shared effectively, but the volume and distribution of data makes it difficult to access efficiently. Interviewees have spoken of needing a "helicopter view", which the PMG has recognised.
- It is agreed that the proposed secretariat to address this issue needs to be more outward-looking, helping to ensure that the ABG continues to be invested wisely.
- The PMG's proposal to form an HSP Business Group should be implemented. This group should be tasked with monitoring financial information and influencing mainstream resource allocation across the partnership. The starting point for steering is knowledge about the resources available. That said, any resource mapping undertaken must be proportional and cost-effective
- Senior managers' events across the partnership should be maintained as they provide the opportunity to build a culture of partnership working below the PMG level.
- The Council currently demonstrates community leadership in line with it being democratically accountable. The impression given by some is that more leadership is needed from non-Council other partners, as all need to be 'Leaders of place.' The HSP should continue to work to ensure balanced input from all parties. For example, the police have recently started to work with the Council to better ensure that CCTV provides value for money. Activity data is available but historically this has not been analysed to link with outcomes. We understand that five or six outcomes are being agreed so that data can be coded accordingly.
- There is scope for phase 2 of the JSNA to better inform the work of all the theme boards. The biggest three theme boards (Wellbeing, Children's Trust and Safer Communities) have utilised phase 1 effectively, along with their own strategic needs assessments. The Enterprise board utilises its own recession dashboard. However the JSNA could more effectively feed into the work of the Better Places and Integrated Housing boards. Overall responsibility should be agreed for the effective dissemination of the JSNA data to all the theme boards.

- The recent PMG review did not look at the theme boards in detail. Their link to the newly proposed Executive Board will need to be considered. The PMG has recognised that once in place the Executive Board may wish to carry out a piece of work reviewing the structure of the theme boards and whether they are appropriate to the needs of Haringey. We would agree this review needs to be completed, with an emphasis on both LAA targets and other demonstrable outcomes being achieved by each board.
- In our view chairs of theme boards should not also chair any of the board's sub-groups, as this could represent a conflict and result in a lack of appropriate scrutiny of chairs' performance.
- The development of a commissioning framework was agreed and adopted in April 2009 and the practical application has been tested by the Compact toolkit. This will continue to help align Voluntary & Community Services (VCS) activity to commissioning opportunities. However, the Haringey Association of Community and Voluntary Organisations (HAVCO) perceives that the interests of third sector representatives are best reflected around health and wellbeing, but that there is room for improvement in the other theme areas.
- Six individuals from the Community Link Forum (CLF) are voted to represent the CLF on the HSP Board. We would recommend that the HSP build 'community empowerment' into the HCLF project to ensure that the community representatives receive the capacity building support that some of them require. Also, the fact that individuals are voted for rather than organisations means that some major VCS delivery partners could not be actively involved. There is a perception from some quarters that CLF attendees are not able to fully represent the relevant delivery agencies. Where the board perceives there is a deficit of expertise, we would recommend that it consider using the allowed option to co-opt members who are not elected through the CLF. In addition, the CLF is perhaps being under-utilised. For example, the tPCT would find it useful to utilise the CLF more to make contact with excluded groups.
- It is recognised that engagement from the private sector needs to improve, and that perhaps looking outside the borough is an option. The issue is partly due to a lack of large private sector employers in area, although there is some involvement from Shopping City in Wood Green. Engagement is being sought through other media e.g. business breakfasts. Networks with smaller businesses are needed too.

1.4 Use of this report

This report has been prepared for the Council and the tPCT, and should not be relied upon by any third parties.

1.5 Acknowledgements

We would like to thank the HSP Performance Management Group, the theme board chairs, the Council's Interim Deputy Chief Executive, the Council's Assistant Chief Executive, Policy, Performance & Communications, the PCT's Associate Director of Communications, Stakeholder and Engagement and the other Council and tPCT officers who contributed to this report.

Grant Thornton UK LLP
16 March 2010

2 The Haringey Strategic Partnership

2.1 National context

In April 2009 The Audit Commission issued its report 'Working Better Together? Managing local strategic partnerships' (LSPs). In summary, this report stated that:

- LSPs must bring a complex network of local agencies together to achieve common goals
- LSPs work through leadership, culture, and relationship management
- Standards and systems must support LSPs' layered roles
- CAA will assess whether local public bodies and their partnerships are contributing to outcomes

The report concludes that most LSPs are evolving and maturing, but that there is a wide variation in the quality of partnerships, and their ability to deliver intended outcomes. In some cases local and national partners still need to recognise the key dynamics that support partnership working. Too few LSPs take an area-wide approach to performance and resource management. Some LSPs have well developed performance arrangements, but less developed resource management.

Most LSPs have progress to make on their improvement journey if they are to deliver sustainable community strategy and Local Area Agreement (LAA) outcomes. LSPs that have good, shared systems for performance management (with performance reporting, resource allocation, and risk management) will find it easier to show that they are on track to achieve agreed outcomes than those that do not.

We have based the methodology of our review on the Audit Commission's report and resultant self-assessment questions for improving partnership working.

2.2 Context for the area

'Haringey is a densely populated borough in north London with a population of over 225,000 people. It is also one of the most diverse with a significant proportion of people from ethnic minority backgrounds and over 160 different languages are spoken in the borough.

Haringey is the eighteenth most deprived borough in the country; although it is also has areas of greater affluence making Haringey one of the most unequal boroughs in terms of wealth. Crime levels are reducing but remain high. There is also a high level of people moving in and out of the borough and shortages in affordable housing. There are large numbers of people living in temporary accommodation and a lower than average number of owner occupiers. Unemployment is high in Haringey and average wages are lower than elsewhere in London, but above those nationally. There is also a higher than average number of people with no qualifications. There are large differences in the health of people between the west and east of the borough. There are high levels of alcohol misuse, teenage pregnancy and infant mortality. Life expectancy is improving and is on track to meet the 2010 target but is still below the national average.'

(Haringey CAA, December 2009)

2.3 External assessment of the area

The 2008/09 Comprehensive Area Assessment gave Haringey a red flag for Safeguarding Children, indicating significant concerns and that action is needed in this area. Having said that, the CAA was positive with regards partnership working in general across the borough.

The CAA reported progress against the HSP's agreed priorities as follows:

People at the Heart of Change

- Local partners work well to help build a community where local people get on well together
- Local partners are making Haringey cleaner and greener
- Local partners have a lot more to do to make sure there is enough housing for local people

An environmentally sustainable future

- Local partners are making good progress in meeting current environmental needs without damaging the ability of future generations to meet theirs
- Local partners are raising awareness and involvement of local people in these issues
- Some good progress is being made in limiting the impact of public services on the environment
- Recycling is being improved with 25 per cent of household waste recycled and composted but the target of 28 per cent was not met

Economic vitality and prosperity is shared by all

- Regeneration schemes are being targeted to reduce the gap between the east and the west of the borough
- Local partners understand their challenges in relation to worklessness and are working to tackle these
- Local partners are working well to support young people who are out of work and to increase their levels of skills
- Local partners are working to tackle poverty in Haringey and have agreed a plan to do this

Safer for all

- The safeguarding of children is a key risk for local partners and has been red flagged
- The fostering agency and private fostering arrangements are good, but looked after children continue to experience too many changes of placement
- An independent inspection of adult social care services in January 2009 found that the safeguarding of vulnerable adults was adequate
- Overall crime in Haringey is reducing. However local people are still concerned about the levels of crime

Healthier people with a better quality of life

- Local partners are making some progress in improving the health of local people. However there are still some key challenges
- Local partners are working with local people to help them manage their own health
- More needs to be done to improve the health of children. Local partners have a good understanding of the challenges and are taking action to address these
- The number of teenage pregnancies remains a key concern. Local partners are prioritising this issue and taking action to address it
- Local partners put extra money into sexual health services last year and met its target for local people aged 15 – 24 accepting a test/screen for Chlamydia

- Significant challenges remain in reducing alcohol harm. Local partners have a good understanding of these challenges and have agreed an action plan

People and customer focused

- Local partners have made some progress in meeting their aim for local people to have high quality, customer focused services
- Greater opportunities are being provided for local people to get involved in decision making
- Local partners are working well with voluntary and community organisations overall

2.4 Structure of the partnership

The HSP Board represents the strategic layer of the partnership structure. There are 35 representatives on the HSP Board from organisations across the borough. The HSP Board is chaired effectively by the Leader of the Council.

Below the HSP Board at an executive level there is a Performance Management Group (PMG) consisting of 8 members from the Council, tPCT, Fire, Police, College of North East London (CONEL), Job Centre and Haringey Association of Community and Voluntary Organisations (HAVCO). As the PMG evolves into an Executive, it is being considered that the current chair be rotated in order that the Leader of the Council can contribute fully rather than managing both meetings.

Below the PMG at an operational level there are six Theme Boards, responsible for service management and delivery.

At the January 2010 HSP Board the PMG presented some of its findings from the recent PMG away day. Changes to the structure of the partnership were proposed as follows:

Standing Conference

It was proposed that this should become the new format for HSP meetings. In addition to the existing core membership the Area Assembly Chairs would become members of the HSP and other 'topic specific' participants would be invited to attend where appropriate.

Executive Board

It was proposed that this should replace the existing PMG and would have increased delegated authority to drive delivery and to shape, prioritise and direct resources.

In addition to formal meetings the Executive Board's Work Programme would include problem solving sessions and 'time out' to explore/commission new pieces of work and ideas.

The PMG has agreed that the existing membership should be extended once the Executive Board is formed by inviting a representative from the private sector to sit on the Board. It was agreed that London First should be approached with a view to identifying a suitable candidate for this position.

The theme boards have not yet been reviewed by the PMG and their link to the Executive Board will need to be considered. The PMG has recognised that once in place the Executive Board may wish to carry out a piece of work reviewing the structure of the theme boards and whether they were appropriate to the needs of Haringey.

HSP Business Group

The PMG has also discussed the need for a Partnership Business Manager to manage governance issues and Chair a new HSP Business Group that would support the Executive. This proposal has not yet been taken to the HSP Board. However, the HSP Board accepted proposals for the PMG to submit a further report to the HSP in March setting out finalised proposals, which come into effect as of April 2010. It is expected that the HSP Business Group idea will be included at this time.

The Business Group would consist of the Lead Officers from each of the theme boards and would develop new practice and policy on behalf of the Executive Board. It would also be responsible for taking an overview of the resources available across the Partnership, which will be essential in the current economic climate.

2.5 Story of the theme boards

There are six theme boards under the HSP, each being responsible for its corresponding LAA targets. These boards have been in place since 2002 / 2003 and are all at different stages of development.

Each theme board has a nominated scrutiny lead at member level, with activity aligned to theme boards. In 2009/10 specific scrutiny reviews are being undertaken in each of the theme board areas with the exception of the Integrated Housing Board, which already has a report going direct to the Overview & Scrutiny Committee (OSC). Examples include 'What can be done to improve the support given to carers?' (Wellbeing) and 'What actions are being taken / considered to encourage sustainable travel and to reduce traffic congestion?' (Better Places).

Each theme board has CLF representatives. This mechanism is beneficial to HSP partners as well as the VCS as it provides consistency and accountability across the Boards and ensures community engagement.

2.5.1 Enterprise

The Enterprise Board is Chaired by the Chief Executive of the Council, with the Vice Chair being the Cabinet Member for Environment & Conservation. It has approximately 18 members from across the Council, the tPCT, CONEL, HAVCO, the LSC, Jobcentre Plus, Business Link, the North London Chamber of Commerce, economic development bodies and local VCS groups amongst others.

The atmosphere of meetings is perceived to be very professional. It is generally agreed that getting private sector involvement on the Board is problematic, partly due to there being few large local employers who would have a vested interest. The HSP has started holding Business Breakfasts in order to better gather the views of the private sector. It has been suggested that forums could be formed that would better interact with the local business community to identify milestones for business development and enterprise. There is also scope for having the meeting Chaired by a different partner, moving the Council from its current 'driving' role to that of an enabler. There is an opportunity here for improved involvement and engagement of local businesses, both small and large within and outside of the borough.

There is good engagement from community representatives who are active and ask questions. The community representatives on the Enterprise Board have also led presentations at the meetings and played an active role in the finalisation of the Enterprise Prospectus, the Board's commissioning document. At the end of each session there is half an hour to discuss a particular topic so that the Board is not just papers led. This allows everybody to contribute.

2.5.2 Wellbeing

The Wellbeing Board is Chaired by the Chair of the tPCT, with the Vice Chair being the Cabinet Member for Adult Social Care and Wellbeing. There is an agreed approach that these two roles are rotated on an annual basis (i.e. next year the Chair will be the Cabinet Member). It has approximately 23 members from across the Council, the tPCT, local NHS Trusts, the Mental Health Trust, local VCS groups, CONEL, Middlesex University, HAVCO and the Probation service amongst others. The Wellbeing Board receives the second highest level of ABG (approximately £5m).

Our perception is that the Board has become more effective but is still evolving. It is quite mature as it heavily involves health and social care who historically have always worked together. The current chair had been the Vice Chair for many years then put himself forward as the chair as he had concerns over how the Board was progressing. The atmosphere of meetings is now felt to be positive and discussions relevant.

The rotating chair agreement shows a level of maturity. However, we have also been told that the chair can rotate quite regularly throughout the year (due to unavailability) which does not help progress / the exercise of control. Some feedback received implies the agendas have been too heavy and that there is too much information to disseminate, although the atmosphere does remain good. The current chair is keen to introduce exception reporting to avoid receiving too much data. An impression has been given that the Community Link Forum (CLF) representatives can be dominated over by the bigger agencies and are therefore prevented from making as much of an impression as they could.

There are protocols in place for data sharing with regards adults and more recently children. Partners recognise that health is a shared responsibility. There is good engagement with the Voluntary and Community Sector (VCS) and successful, open commissioning. 63 wellbeing projects have been commissioned with VCS organisations. This is approximately a quarter of the theme board's commissioning. The theme board had significant input into the Sustainable Community Strategy (SCS) and as a result this includes significant health targets.

The issue of taking responsibility for costs between the Council and the tPCT does not appear to be a problem in Haringey. In addition to the Wellbeing board there is a quarterly meeting between the Leader and top team members from Children & Young People's Services (CYPS), Adult Social Services (ASS) and the tPCT, and the Leader meets with the tPCT chair on a monthly basis.

Last year there were good results around older people and delayed discharges as a result of close partnership working.

2.5.3 Safer Communities

The Safer Communities Executive Board (SCEB) is chaired by the Cabinet Member for Safer Communities and Enforcement, with the Vice Chair being the police Chief Superintendent. In the past this board was chaired by the Council's Chief Executive as she had experience of this from elsewhere. There is an intention for the chair to rotate to being the Chief Superintendent in the coming year, depending on events after the local elections in May. It has approximately 19 members from across the Council, Homes for Haringey, the tPCT, the Fire Service, the Mental Health Trust, the Probation service and local community groups amongst others.

The SCEB has evolved from the Crime and Disorder Reduction Partnership (CDRP). Since then the police, probation, fire and voluntary sector have all come to the table to avoid duplication of work and to add value to the board. Our perception is that the SCEB is strong and that the police presence contributes towards this. There is real commitment and passion from the chair. However, the perception is that meetings can tend to be too long and there is sometimes a parochial bias. It is felt that the pace of meetings needs to be faster, as members are committed and tend to have already read the papers. They therefore want to use the meeting to move the discussion forward.

Attendance is good, with agencies encouraged to send a mandated substitute when a member cannot attend. Representatives from Health are becoming more involved, and have made a positive contribution to the anti-social behaviour sub-group. The chair tries to get each partner to contribute to agendas, and there is a different topic on the agenda at each meeting. There are local area meetings which feed into zonal groups which feed into the SCEB. The chair and the police superintendent are both very keen to avoid duplication, and for example are looking at the 'Diamond district theory' which places focus on issues in particular local areas. To increase the effectiveness of this and all theme boards it is suggested that theme board chairs should not also chair any of the sub-groups as this could represent a conflict.

There is an information sharing protocol in place - this was achieved before other boards and the Council as a whole. This is particularly useful for the police and the Council working together. The Head of Community Safety commissioned somebody to come and look at how the board functions which we are told led to limited recommendations that are being implemented. There are examples of joint commissioning by the SCEB and it is our understanding that the SCEB is good at actively commissioning what it feels is needed, rather than just seeing what programmes are already being offered by the VCS for example.

2.5.4 Children's Trust

The Children's Trust is chaired by the Deputy Leader and Cabinet Member for Children and Young People, with the Vice Chair being the police Chief Superintendent. It is the biggest theme board with approximately 29 members across the Council, the tPCT, local NHS Trusts, Great Ormond Street hospital, local schools, the local Safeguarding Children Board, the Mental Health Trust, the Probation service, HAVCO and local community groups amongst others. The Children's Trust receives the highest level of ABG funding (approximately £11m).

The Children's Trust was established in March 2009, as the new Cabinet Member wanted a fresh approach after Baby Peter, and DCSF guidance recommended an expanded board, for example including a local GP with responsibility for child safety. The evolving board is mature and established as it is a statutory function. Due to the context of the past 18 months, the Trust has had to face major challenges. Our impression is that it has met the challenges robustly, and that there is improving dialogue between partners. The atmosphere of meetings is understood to be improving, although there may be room for further progress as some described the mood of meetings as 'defensive'.

It is unusual for a police representative to hold the Vice Chair position, but our understanding is that this has worked well for Haringey. The more linear style can be appropriate and effective for safeguarding issues.

The chair recognises the increased need for partnership working. In the past she feels that members hadn't felt very involved, and that the approach was too top down with no feedback being given to members when they raised an issue. Attendance was not good in the past. This was the rationale behind forming the Trust as members would have more buy-in. There is now diverse voluntary sector representation and the impression given is that the Trust is more effective than its previous incarnation. The Chair also invited an opposition councillor to join the Trust. This is the only theme board where this is the case.

The board is still evolving, with its own executive performance group, JAR action plan being implemented and a specific safeguarding working group. The performance management group meets between Trust meetings and filters the reports / creates exception reports to go to the Trust meeting. In past below the board there was a plethora of meetings happening with no coherent reporting mechanism. There are now three area partnerships in line with the Children's networks. These are very focussed on delivery and the priorities within each area. The chair of each of these area partnerships sits on the main Trust board and reports upwards. There are some other borough wide forums, including one for workforce development which encourages people to view themselves as working for the children of Haringey, regardless of who their employer is.

The Trust reviewed itself after 6 months to measure whether people are finding it effective. It has started holding the meetings at different locations, for example at a children's centre or at the sixth form college. A protocol for data sharing has recently been adopted. The chair identified that joint commissioning is the under-developed area in the Trust.

2.5.5 Better places

The Better Places Board is chaired by the Cabinet Member for Environment & Conservation, with the Vice Chair being from the Community Local Forum. It is the smallest theme board with approximately 15 members across the Council, the tPCT, the Lee Valley Regional Authority, London Remade, the Environment Agency, the Fire Service, Transport for London, HAVCO and local community groups amongst others.

The current chair has been in post for 3-4 years. Attendance is ad hoc, with statutory bodies having a relatively poor attendance record in comparison to the local community groups. The perceived weakness of this board is that some bodies do not send representatives with any mandate to make decisions or contribute. The chair tries to keep meetings informal to encourage everybody to participate. He feels that attendance is improving, with more involvement now from local faith groups for example. He also feels that the atmosphere is improving and that members do not come along with separate agendas anymore. However, there are still problems with engagement and getting partners to realise they are all jointly responsible for meeting the LAA targets.

The impression given is that this board is not as mature as others. Haringey feels it is needed but the governance in this area is not so strong, and its general direction is perceived to be a bit "woolly". Having said that, it has a clear action plan in place to meet its LAA targets. The chair ensures that a traffic light system is applied, and only 'red' targets are discussed. Because it is focussed on long term targets it feels quite established. The chair meets with the officer team at the Council prior to meetings to filter the information presented, enabling the agenda to remain topical and interesting. The chair wants the board to become less Council-led. He would like to see the NHS / colleges / faith groups 'owning' individual LAA targets and for them to tell the Council how they should be working to meet them.

The board has devised a Commissioning prospectus initiative. The CLF helped to promote the 'greenest borough' funding programme, requesting project ideas from the VCS to help the Board meet its objectives. Bodies are encouraged to come up with an initiative that tackles one of the National Indicators. The board has to date provided £120k to support four bids. In order to be successful the bids needed to show how they were sustainable i.e. how they will continue once the first year's funding ceases. Partners lead this process, especially the CLF bodies who vet the bids they receive and then monitor progress. The chair has secured the same level of funding for the initiative for the coming year.

2.5.6 Integrated housing

The Integrated Housing Board (IHB) is chaired by the Cabinet Member for Housing Services, with the Vice Chair being from a Housing Association. It has approximately 17 members across the Council, Homes for Haringey, Housing Associations, the tPCT, HAVCO and local community groups amongst others.

The current chair has been in place for 19 months. It is our impression that this board is at an earlier stage of development, and that partners are still "working through the relationship". There is a good general understanding that housing is crucial for all areas of concern - health, economic wellbeing, homelessness etc. The board is getting better but there has been a cultural issue because the Council has historically been the housing provider. The homelessness strategy has been effective and has helped encourage partners to work together. The chair does feel that attendees co-operate well.

Agendas are manageable because the remit of this board is quite specific. The performance data provided for the board's LAA targets used to be poor, but now the IHB targets are reported separately allowing for much better monitoring (the chair instigated this change).

The chair believes that the arrival of a new Assistant Director of Housing at the Council has been a great benefit, and that prior to that the board was ineffective. He expressed disappointment at the commitment of external partners, in particular the Housing Associations (HAs). Attendance of the three HAs on the board is erratic, and when members cannot attend they do not generally send a replacement. The chair has also seen no evidence that the three HAs feed back to the other 57 HAs in the borough. It is our impression that the chair could consider exerting his influence over members to encourage them to attend, as this would increase engagement.

There are some interesting topics coming up that the chair hopes will better engage members - NFI work in housing which has been going on for past 6 months; Homes for Haringey have completed a door knocking exercise and will be presenting on the outcomes of this; all HfH staff were recently brought together for the first time at a conference held at Alexandra Palace to motivate them. The Chair plans to invite all 60 HAs to these upcoming meetings in an attempt to improve engagement. They will be able to participate even if they can't vote.

2.5.7 Performance of the theme boards against their LAA targets

There are a total of 77 targets to be considered: 35 'designated' improvement targets encompassing Haringey's key priority areas for 2008/09 - 2010/11; 10 mandatory education attainment targets; 29 local indicators for areas where local priorities were not reflected among the 198 national indicator options, including 16 stretch targets; and 5 safeguarding indicators which were added in the refresh from April 2009 (these are therefore not included in the analysis below).

The relative performance of each theme board is shown below, as per the latest data available to us. For designated and stretch targets this data is from the performance update to November 2009 presented to the HSP Board on 21st January 2010. For other targets it is from the LAA outturn report for 2008/09.

Table 1 - Performance by number

Theme Board	Number of targets	Red	Amber	Green	Data awaited
Enterprise	7	4	0	0	3
Wellbeing	14	1	2	8	3
Safer Communities	10	2	1	4	3
Children's Trust	26	9	3	10	4
Better Places	7	1	0	2	4
Integrated Housing	6	0	1	1	4
PMG	4	1	0	0	3
Total	74	18	7	25	24

Table 2 - Performance by %

Theme Board	Total	Red %	Amber %	Green %	Data awaited %
Enterprise	100.0%	57.1%	0.0%	0.0%	42.9%
Wellbeing	100.0%	7.1%	14.3%	57.1%	21.4%
Safer Communities	100.0%	20.0%	10.0%	40.0%	30.0%
Children's Trust	100.0%	34.6%	11.5%	38.5%	15.4%
Better Places	100.0%	14.3%	0.0%	28.6%	57.1%
Integrated Housing	100.0%	0.0%	16.7%	16.7%	66.7%
PMG	100.0%	25.0%	0.0%	0.0%	75.0%
Total	100.0%	24.3%	9.5%	33.8%	32.4%

The tables above shows that according to the data available, the theme boards' effectiveness in achieving their targets can be ranked as follows. This is based on the % of targets rated as either green or amber.

1. Wellbeing
2. Safer Communities
3. Children's Trust
4. Integrated Housing
5. Better Places
6. PMG
7. Enterprise

2.6 Joint Strategic Needs Assessment (JSNA)

The JSNA was completed ahead of schedule in Autumn 2008. It has been used as part of the partnership's overall strategic assessment which informs priority setting and commissioning. In particular it had a significant impact on the tPCT's strategic plan, and it contributed directly to development of the 10 priority outcomes for the tPCT. It has also fed into world class commissioning activity. The JSNA naturally fed into the work of the Wellbeing theme board.

The JSNA, alongside other needs assessments, underpins the Children's Strategic Plan launched in September 2009. The chair of the Children's Trust informed us that the Plan used the same data set as the JSNA. Then the Children's Trust broke the data down into the three children's areas of the borough so that it could be discussed at the first area meetings. This led to a more local needs assessment in order to identify where best to locate projects and therefore how best to use limited resources.

The SCEB received a JSNA presentation. This raised the awareness of the board regarding the Health Inequalities agenda and crime patterns. The chair of the SCEB informed us that it had led to useful discussions around the drivers of crime.

The JSNA Phase 2 is nearly complete and this year's needs assessments have influenced strategic direction and developments. For example:

- The mental health needs assessment was presented to the Well Being Partnership Board and will influence the development of NHS Haringey's polysystems;
- The sexual health needs assessment will enable a review and update of the sexual health strategy;
- NHS Haringey's Neighbourhood Development Plans facilitated the development of the Locality Commissioning plans; and
- The Safer Communities Strategic Audit was presented to the Safer Communities Executive Board

The JSNA is also being reviewed within the LSP strategic commissioning framework. Needs assessment is the first part of the commissioning cycle, and so the JSNA is being considered alongside other subject-specific needs assessments, feeding into the development of commissioning intentions for each thematic board. Commissioners sit on both the JSNA steering group and the HSP commissioning group which will aid dissemination of the JSNA data.

Our impression is that the JSNA has been influential at the HSP level, but not always further down at the theme board level. We are unaware of it having any impact within the Enterprise, Integrated Housing or Better Places theme boards, but there should be scope for it to do so. For example, green spaces and parks have an impact on obesity, and housing has an impact on mental health. The next stages of the JSNA will be crucial i.e. the four key themes of mental health, sexual health, vulnerable children & young people, and population change and growth and its impact on services should feed into all the theme boards' work more directly.

3 The LSP's Long-Term Goals

'Effective collaboration requires common goals, agreement on how to achieve them, and shared information about success and failure. It is usually voluntary and takes time to mature. Successful longer-term partnerships have used an overarching vision (now expressed as the SCS) to underpin partners' commitment to joint working that delivers benefits to local people and leads to action.

A strong evidence base should support the links between the SCS and the LAA. Over two-thirds (70 per cent) of the LAA targets agreed in 2008 were consistent with local SCS priorities. The remaining 30 per cent were evidence of the tensions between locally and nationally driven priorities.'

'Working together? Managing local strategic partnerships' - The Audit Commission, April 2009

3.1 How well does the sustainable community strategy (SCS) reflect LSP members' ambition and priorities? How well is the long-term SCS embodied in the shorter-term local area agreement (LAA)?

The prioritisation process has been rigorous, based on a good understanding of local need (per the CAA). Our survey results show general agreement that priorities reflect an even balance of the interests of all participants in the HSP.

The main benefit to participation in the HSP (excepting corporate social responsibility) for the fire service, the police, Job Centre Plus etc. is the opportunity to contribute to the tackling of the root causes of bigger issues. For example: the fire service contributed to the alcohol harm reduction strategy, and have worked with the Youth Offending Team; the police have been engaged in actions to address mental health problems.

The SCS and LAA are effectively aligned. Clear links have been developed between LAA local and national indicators, and SCS priorities. The LAA is an effective expression of the SCS.

3.2 How well do partners share performance and other information to enable the LSP to track need and progress across all SCS priorities?

The area is data-rich, and there are specific examples of information being shared effectively, but the volume and distribution of data makes it difficult to access efficiently. Interviewees have spoken of needing a "helicopter view".

The focus on delivery of outcomes may have become stifled by the performance management process. The value of exception reporting is diminished by the volume of accompanying information. The ability to deliver is affected by the maturity of the corresponding theme board.

Historically the same reports have appeared at theme boards and at PMG / HSP level with little added value or additional debate. The PMG support the concept of a secretariat to address this, increasing the focus of performance reporting and shared information. This would be consistent with the majority of LSPs and would be funded from the ABG.

4 Leading the LSP and Creating a Culture of Working Together

'Local authority chief executives play a crucial role in the strategic and executive levels of management and governance. They must develop partnership culture and negotiate commitment from others.

LSPs cannot make an impact across their objectives without partners' senior level commitment to joint decision-making and action.

Another potential balancing mechanism is in the choice of members and chairs of executive and theme groups. Councils in some LSPs share leadership by appointing cabinet members to theme groups, but not necessarily to chair them.

An important message to local stakeholders is that LSPs are democratically accountable to local people through councillors' roles.'

'Working together? Managing local strategic partnerships' - The Audit Commission, April 2009

4.1 How well are elected members engaged at board and theme group levels?

Partners tell a story of improving engagement with elected members. The HSP and PMG are chaired by the Leader, Councillor Kober.

All theme groups are either chaired or vice chaired by Councillors. There is a general recognition that this makes a positive contribution to proceedings, but chairmanship skills have proved to be variable. Further details of this are included in section 2.5 Story of the Theme Boards above.

There is potential for separation of duties to be enhanced. If an elected member chairs a theme board, he or she should not also chair any sub-groups, as this represents a conflict. It is unlikely that he or she will effectively challenge their own performance as chair of the theme board or vice versa. It should be clear that members are accountable for the performance of the theme boards on which they sit.

Survey results show narrow agreement that members play a positive role within HSP structure.

4.2 How well do elected members on overview and scrutiny challenge your LSP and partners' performance?

The chair of the OSC is an observer of the HSP. The OSC has regular discussions around outcomes that are either at risk or where there is good practice and there are lessons to be learned. Examples include actions to reduce teenage pregnancy.

Each theme board has a nominated scrutiny lead at member level, with activity aligned to theme boards. In 2009/10 specific scrutiny reviews are being undertaken in each of the theme board areas with the exception of the Integrated Housing Board, which already has a report going direct to the OSC. Examples include 'What can be done to improve the support given to carers?' (Wellbeing) and 'What actions are being taken / considered to encourage sustainable travel and to reduce traffic congestion?' (Better Places).

Overview and scrutiny of LSPs can demonstrate accountability and improve performance. The Audit Commission 'Working better together?' report includes a guide called 'Messages for councils' overview and scrutiny functions', which has examples of best practice and questions to improve the role of overview and scrutiny in LSPs. We would recommend the nominated scrutiny leads explore these questions, if they have not done so already.

4.3 How well do chief executives and other senior managers work together to achieve the LSP's vision?

The PMG is the main forum for collaboration. It is characterised as collegiate, occasionally "robust", but constructive. The partnership is resilient in that it has coped with changes in key personnel, and has had difficult discussions (e.g. allocation of ABG) without disagreements preventing progress. The survey results show strong agreement that strategic leadership is effective.

The capacity of the PMG is restricted by the volume of paperwork, but a clear approach to addressing this is in place.

Below the PMG there is an opportunity for more networking of senior managers and a need for departmental silos to be broken down and collaboration encouraged at all levels of the partnership organisations. Senior managers' events are the opportunity to nurture these contacts with the objective of building a culture of partnership working.

4.4 How well does your LSP board provide strategic leadership? How well does the board work to develop effective joint working and trust at all levels between LSP partners?

Feedback suggests that there is limited strategic leadership from the HSP board. It is seen more as a "rubber-stamp", being the main opportunity for partners to meet and share information to inform future partnership activity and priorities and to test out ideas.

The PMG represents the main decision-making body, providing effective leadership. The PMG acts as an Executive Board with the power to make strategic decisions. The recent PMG away-day highlighted the need to develop this role.

As with the PMG, there is a "collegiate" atmosphere at the HSP Board, with all partners being given the opportunity to speak. At the meeting we witnessed a healthy number of questions raised or comments made by a wide variety of attendees from different sectors.

4.5 How well does the LSP core team support LAA delivery?

There are clear arrangements in place for monitoring performance against LAA targets, involving a quarterly performance review, a six-monthly review of the wider action plan and annual evaluation of the strategy. The HSP core team is currently an administrative function, however plans are in place to develop a more flexible secretariat approach.

There is a recognition that the proposed secretariat needs to be more outward-looking, as this will ensure that the ABG is invested wisely.

5 Meetings and Messages

'LSPs should consider the right meeting style for each forum or board. Strategic forums nationally commonly have between 30 and 100 members. This makes them too large for detailed executive decision-making but not for developing the strategic vision, encouraging joint working, and reviewing progress.

LSPs should consider the following:

- private and voluntary sector organisations proposing vice chairs, to avoid the dominance of local authority and health representatives;
- agendas that ensure balance between different strategic activities;
- forum meetings being organised as consultative conferences; and
- a strategic board that can link the inclusive community forum and the performance-focused executive.

LSPs need to avoid performance reports appropriate for the executive layer crowding-out wider discussion.

LSPs should review the extent to which the style of meetings and other arrangements support or hinder joint working. They should also be clear about the extent to which money spent on partnership branding and websites adds value.'

'Working together? Managing local strategic partnerships' - The Audit Commission, April 2009

5.1 How well do your LSP meetings reflect a culture of partnership and mutual respect?

The atmosphere at meetings is generally characterised as positive and collaborative. The HSP is perceived to be less council-centric than other LSPs, and there is a willingness to devolve key positions and accountabilities to other partners e.g. Paul Head (CONEL) is currently vice-chair and the rotation of the chair of the PMG is under consideration. The Borough Commander of the fire service chaired the group responsible for developing the HSP's CAA submission. These are characteristic of a balanced, flexible, collegiate partnership.

The Council currently demonstrates community leadership in line with it being democratically accountable. The impression given by some is that more leadership is needed from other partners, as all need to be 'Leaders of place' without the Council dominating. The HSP should continue to work to ensure balanced input from all parties. For example, the police have recently started to work with the Council to better ensure that CCTV provides value for money. Activity data is available but historically this has not been analysed to link with outcomes. We understand that five or six outcomes are being agreed so that data can be coded accordingly.

The HSP code of corporate governance underlines the need for HSP leadership to set the tone by creating a "climate of openness, support and respect". The HSP Terms of Reference set out clear expectations of participants.

Our survey results show clear agreement that a culture of partnership and respect is in place.

5.2 How was the chair of your LSP chosen?

The chair (the Leader of the Council) was chosen by mutual consent, and there is agreement that this role is undertaken effectively. The chair is considered to be 'a partner of equals'. The Leader has also chaired the PMG. The PMG are currently considering the rotation of the chair, demonstrating balance and objectivity within the partnership. There is a consensus within the PMG that they should hold themselves to account to the HSP Board.

5.3 How well does strategic/board membership reflect local diversity? How well does the strategic board agenda reflect the different interests of public sector, private sector and third sector representatives?

The ethnic/gender mix across the HSP is perceived to be broadly representative of the wider workforce and community. The gender mix at a senior level is good, but at this level there is less ethnic diversity. However, it is not clear that this presents significant issues in the context of a good understanding of / responsiveness to local needs & demographics.

Dialogue with the VCS is improving supported by the compact and third sector mapping exercise. The development of a commissioning framework was agreed and adopted in April 2009 and the practical application has been tested by the Compact toolkit. This will continue to help align VCS activity to commissioning opportunities. However, HAVCO perceives that the interests of third sector representatives are best reflected around health and wellbeing, but that there is room for improvement in the other theme areas.

There is now a delivery plan in place to monitor the principles of the Community Engagement Framework. There is a desire for partners to pool their engagement processes, as realistically partners are all asking the same questions of community representatives. This is at an embryonic stage but the end aim does have value.

It is recognised that private sector engagement needs to be encouraged, and that perhaps looking outside the borough is an option. The issue is partly due to a lack of large private sector employers in area, although there is some involvement from Shopping City in Wood Green, and it is understood that networks with smaller businesses are also important. Engagement is being sought through other media e.g. business breakfasts.

5.4 How well is LSP activity and LAA performance communicated to partners and to the wider community?

There is a recognised need to improve links between the HSP leadership and area assemblies, and develop connections with front-line service delivery.

The CLF is maintained by HAVCO. It includes 250 bodies, with six individuals being voted to represent the CLF on the HSP Board. The fact that individuals are voted for rather than organisations means that some major delivery partners could not be actively involved. There is a perception from some quarters that this is tokenistic and that CLF attendees are not able to fully represent the relevant delivery agencies. The CLF is perhaps being under-utilised. For example, the tPCT would find it useful to utilise the CLF to make contact with excluded groups.

Some LSPs have developed a distinct brand, or identity, to reinforce and make a public statement about local joint working. The Audit Commission found that although some of the LSPs they looked at had websites, none of them (by December 2008) had evaluated whether the resources spent on communications and branding supported a sense of place or created further confusion about local public services.

There have been some attempts by the HSP to communicate with the public (e.g. LAA leaflet), but overall communication with the public / public awareness of the HSP and partnership successes is not strong. This may be compounded by a lack of branding, although the HSP has a clear rationale for this and the lack of a separate website for example is a conscious decision.

6 The Benefits of Collaboration

'Partnerships create synergies: the LSP's contribution to local outcomes should be greater than members' separate activity. Many synergies are soft because they rely on the intangible elements of partnership working. They develop from the trust that comes from commitment to common goals and mutual respect..

LSPs can:

- act as the catalyst to encourage partners to co-locate frontline and back office activities;
- encourage partners to develop information systems to support decision-making across a service network; and
- help partners manage resources to secure performance improvement.

The opportunity for joint commissioning is one of the synergies that should arise from local joint working. Statutory partners involved in established theme groups (children and young people, community safety, health, supporting people), are likely to have experience of two-way or three-way joint commissioning arrangements.'

'Working together? Managing local strategic partnerships' - The Audit Commission, April 2009

6.1 How does your LSP board ensure that the contributions of different partners build towards the agreed common goals in the SCS and the LAA?

The HSP board has done this through developing a governance & performance management infrastructure, ensuring appropriate level of representation at meetings.

Strategic planning within individual member organisations does take place in the context of SCS/LAA targets, although there is no single mechanism for imprinting this on organisational plans. There is evidence that this happens for the Council Plan and business planning process, and the NHS Haringey Strategic Plan makes reference to the SCS/LAA targets. Similarly the police are focused on delivering LAA outcomes.

Our survey shows general agreement that the right people attend meetings, although there are some concerns around accountability at different levels.

6.2 How well does your LSP facilitate networking between partners?

We are not aware of any specific networking activity outside the HSP structure. Our survey does not show agreement that this happens.

Relationships between partners currently develop organically through participation in the PMG/HSP board/theme boards.

There is potential for a partnership development programme, in particular focussing on the middle-tier who it is crucial to reach.

6.3 How well do partners work together to exploit the potential efficiency gains from joint working?

There is a sense that the scope for efficiency is limited or would have low value in some areas due to sector specialism of, for example, HR / Payroll systems and needs. In this context not all members are 'partners of equals'. In reality, the feeling is that it would make more practical sense for the Council to look at efficiency gains from working with other London Boroughs, for example Enfield or Camden.

The most significant opportunities are around asset management / co-location but current examples of co-location, whilst improving outcomes, do not always appear to be saving any money. In practice terms it has, however, worked well for Jobcentre Plus as there is less stigma attached to going into a children's centre than a Jobcentre, whilst also providing much needed desk space to a core service. Another positive example is the criminal justice function within Shopping City. Significant savings could be possible if the tPCT is able to utilise some of the Council's buildings, as for example this would lead to energy costs being reduced.

Strategic commissioning between the Council, the Barnet, Enfield & Haringey Mental Health Trust and the tPCT is a potential burgeoning area. Discussions have already been held regarding joint commissioning with the VCS for mental health services. The development of a commissioning framework was agreed and adopted in April 2009 and the practical application has been tested by the Compact toolkit. This will continue to help align VCS activity to commissioning opportunities.

The Council has been in discussions with the tPCT regarding potential shared services. The recent PWC work on support services at the Council has provided a useful quantum for this. For example, at the tPCT the HR function has followed the provider arm, but there may be scope for the Council providing payroll services.

7 Getting Things Done

'Steering mechanisms influence partners' allocation of resources for achieving objectives. These mechanisms have developed unevenly across LSPs. The LAA focus on performance has encouraged executive-level performance sub-groups to coordinate partners' activity. Finance sub-groups, to monitor financial information and influence resource allocation, however, are less common.

LSPs without performance or finance sub-groups should review whether they have effective arrangements to steer performance and allocate resources across the partnership. Finance groups can develop rules to cover the use of area based grant (ABG) and performance reward grant (PRG). But this is a small part (commonly less than 2 per cent) of mainstream public service revenue spending.

One of the biggest challenges for LSPs is how they influence and steer the use of partners' mainstream resources. The starting point for steering is knowledge about the resources available. Only 14 per cent of the single-tier and county LSPs have mapped resources in their areas. But resource mapping must be proportional and cost-effective. One case study LSP abandoned its first mapping exercise, as it was too ambitious: another decided not to repeat the exercise.'

'Working together? Managing local strategic partnerships' - The Audit Commission, April 2009

7.1 How well is performance management steered by your LSP?

Performance management processes are clear, but there are questions around current effectiveness and a lack of accountability. There are clear plans to address this, through the establishment of a secretariat and differentiation of internal performance reports to meet needs of different groups / increase the capacity for strategic management within the PMG.

Historically there has been limited tailoring of performance reporting, with the same reports circulated to the board, executive and operational levels. There is a recognised need to introduce more focus at different levels. This will be a role of the new secretariat.

There is an apparent lack of accountability of thematic boards to the PMG / HSP and there is scope for the HSP to further challenge the performance of the theme boards and to hold them more to account.

7.2 How well is financial management steered by your LSP? How well does the LSP board and its executive groups influence mainstream resources to achieve local outcomes?

There is a clear and effective process for allocation of ABG to theme boards which was first adopted for 2008/09. The debate around allocation of resource has matured and developed through this process. There is a clear overview of PRG achievement.

There is a good understanding between the Council and the tPCT of total budgets and areas of discretionary spend. There is a pragmatic, if rudimentary understanding of wider availability of resources across the partnership, for example to the fire service, Job Centre Plus and the police force.

Partners contribute according to their means.

Our survey results show overall disagreement that joint resource management is effective.

The PMG has discussed plans to set up an HSP Business Group. This would consist of the Lead Officers from each of the Theme Boards and would develop new practice and policy on behalf of the Executive Board. It would also be responsible for taking an overview of the resources available across the Partnership, which will be essential in the current economic climate.

7.3 Are partners aligning their internal planning, monitoring and evaluation processes to focus on LAA and SCS priorities?

The CAA found good alignment between the LAA and SCS. Alignment is also implicit in that (a) shared prioritisation is effective and (b) strategic planning by member organisations takes place with regard to the SCS.

Strategy guidance agreed by the PMG will help partners ensure that their plans are aligned with the SCS and LAA. However, there is no overarching framework for systematic organisational planning. This is partly because, for example, fire and police planning frameworks are mandated by pan-London bodies.

Internal planning and monitoring arrangements are very focused on LAA targets within the Council and tPCT, with the tPCT updating its strategic plan with this in mind. This is less direct for other partners but reference is still made. The Council has an overview of the tPCT's planning in general and the two bodies try to align their target setting so that there is consistency, for example through the LAA refresh and by the Council having input to the NHS strategic planning process. There is sharing of outcomes data as part of the NHS Strategic Plan and scorecards that have been developed jointly, for example on infant mortality.

All partners have a very clear view of the resources they are responsible for within the LAA framework e.g. ABG and PRG.

8 Common Frameworks

'The layered approach to partnership governance and management recognises that partners have their own governance arrangements and stakeholders. The original LSP guidance was clear that partners remain accountable to their own stakeholders.

Performance information frameworks provide a focus for standardisation across LSP partners. Shared data and common approaches to performance help to join-up theme group activity.

LSPs that know their support costs can make informed decisions about value for money. They are also in a stronger position to agree about different partners' contributions, in cash or kind, to the LSP support team's work.

Pooled budgets allow partners to bring funds together to achieve economies of scale (particularly administration costs) from resources that would be too small to make a difference by themselves. The pooled budget manager can use the combined resources to commission services or goods. But pooled fund arrangements are subject to constraints reflecting different government department's rules.

LSPs will have a mixture of pooling and aligning. Whether partners choose pooling or aligning, they should be clear about the standards that govern resource and performance matters, and should be clear why they have chosen a particular financial arrangement.'

'Working together? Managing local strategic partnerships' - The Audit Commission, April 2009

8.1 Does your LSP have an agreed performance management framework that recognises and builds on the strategic, executive and operational roles?

Both the Council and HSP performance reports monitor performance against the Council and Sustainable Community Strategy priorities. Performance is also monitored against agreed targets which for the Council are reviewed and set at year end as part of the business planning process.

The Council and HSP reports focus on outcomes at risk, i.e. of not being achieved. The reports set out action taken to address underperformance.

At the HSP there are focussed discussions around outcomes that are either at risk or where there is good practice and there are lessons to be learned. Examples include actions to reduce teenage pregnancy (this was also discussed at Overview & Scrutiny), action taken to deal with Chlamydia, improving recycling and the Drug & Alcohol strategy.

8.2 Is there an agreed data quality policy and action plan with clear ownership?

The Council has agreed a data quality policy, which refers to risks associated with using and sharing data within partnerships, and sets out a range of mitigating actions. There are also protocols in place to address data sharing for specific areas e.g. crime, health and adults but not yet children's services.

The Council's data quality strategy and policy apply to the partnership data. However, interview and survey responses suggest that the strategy is not well known or understood across the partnership, and there are residual concerns in some areas around, for example, the data protection act and arrangements for sharing personal data between organisations.

8.3 How well does your LSP work to keep its evidence base up-to-date?

There is effective consultation to understand local need. This is feeding into the refresh of CAA.

Partners are aware of the existence of, for example, the JSNA, but have not all been able to make effective use of it. This is possibly a symptom of the weight of the information currently provided to partners, something the PMG is making steps to change. Having said that, the development of the JSNA is now successfully feeding into specific joint commissioning activity, and the PMG have approved the purchase of a shared data platform currently being procured for implementation in the Spring of 2010. This will allow the development of an electronic data observatory for the HSP.

See also section 9.2 below regarding shared performance systems.

8.4 How well do your LSP partners understand the costs of maintaining the LSP? How well have LSP partners made decisions about aligning or pooling of budgets?

The level of understanding of costs of participation varies across the partnership. For the most part, costs of participation are absorbed within salary budgets.

There are limited examples of pooled budgets in place. One example is that CONEL has pooled resources with the Council on the Haringey Plan to tackle redundancy. There is a strategic willingness to explore this, but there is also an awareness that 'tribalism' at an operational level could be a barrier.

9 Shared Systems

'Overview and scrutiny enables councils to hold LSPs to account for local action and local public spending. The LGPIH Act 2007 and the Police and Justice Act 2006 give councils power to scrutinise the activities of LAA named partners.

Overview and scrutiny of an LSP can:

- focus on one-off activities or events;
- review systems and risks;
- assess performance in different themes; and
- review performance data from LSPs and partners.

LSPs provide an opportunity for statutory partners to benchmark their performance against one another. Some LSPs use performance information from other areas to help them interpret local performance.'

'Working together? Managing local strategic partnerships' - The Audit Commission, April 2009

9.1 How does the LSP ensure there is accountability, through its member organisations, for its actions?

The HSP Terms of Reference set out arrangements for accountability, but there are some reservations around effectiveness within the current performance management arrangements.

It is generally felt that people who attend meetings have a mandate within their respective organisations. The duty of partners to co-operate is included within their roles and responsibilities, and HSP board meetings generate action points that partners are held to account over.

However, survey results only show narrow agreement that accountability is clear.

9.2 How far do the LSP and its partners have a shared performance system that extends across the partnership layers?

Covalent is the Council's performance management system and the mechanism for collecting and reporting performance data on a timely basis. The tPCT has direct access to input and update the performance data for which it is the lead. Staff at the tPCT can also update action plans as required, and they have viewing access to a number of indicators where they have an interest in performance although permissions are limited in terms of them amending data or changing targets. Health staff have been trained and can also update risks which they own, for example some related to the Joint Area Review action plan.

Other partners do not enter data directly on Covalent but performance leads from the Council's Community Safety team receive weekly scorecards and update the figures on Covalent each month. This enables the corporate team to report on performance across the Council's priorities and to present up to date and relevant performance information including indicators on which other partners lead. The same applies for Homes for Haringey whereby the client team update Covalent monthly and scorecards reflect the status (red, amber or green) of performance against target. The system is also used to report comparative performance by including benchmarking data in performance reports.

The PMG receives quarterly updates on performance and progress against objectives and targets under the SCS and LAA. Progress is regularly reviewed and shared through a number of well-established mechanisms. For example there is a performance manager's forum which meets bi-monthly with both Council and health partners attending. Through these meetings it is possible to address specific performance issues and upgrades / developments with Covalent as well as data quality.

As part of the Council's approach to data quality it carries out audits of the national indicators including some cross-cutting indicators where the Council is not the lead.

9.3 How developed is joint commissioning in the LSP?

There is scope for increasing joint commissioning and procurement, with the joint commissioning framework being piloted within the enterprise board. Some joint commissioning is occurring in health and social care. However, our survey shows strong disagreement that in general this takes place effectively.

In the first year of the LAA there was no strategic joint commissioning framework in place. It was in place by the second year but the majority of spend was already committed. For 2009/10 again many plans and budgets had already been agreed therefore there has been limited scope to apply the framework, unless spending has been de-commissioned or new grants have become available. However, some examples have been noted within the SCEB.

9.4 Have the LSP and its partners used benchmarking to assess the effectiveness of the LSP?

The HSP benchmarked itself against eight other LSPs in September 2009. The benchmarking looked at structures and performance management arrangements, going into detail around how often the top and delivery boards meet, and what they consider. It also looked at the number of theme boards and how often they report upwards.

Prior to undertaking the benchmarking best practice guidance was reviewed, including 'Working better together?' and the Improvement and Development Agency website. The approach was then to review available online documentation, performance reports and Audit Commission case studies.

The main findings of the review were that the frequency of HSP Board, PMG and theme board meetings (currently quarterly) may need to increase to enable more rigorous performance challenge, but also to ensure that performance management does not 'crowd' out the agenda.

10 Looking Forward

10.1 What are the priorities for improvement following the review?

The PMG has established a clear set of "next steps":

- Haringey - the people, the place, the partnership
- Integration with zonal working - developing a closer connection to communities and front-line services
- Partnership practice and achievement to be showcased around the borough
- Performance management framework to be clarified and simplified - to include development of a secretariat
- PMG to develop role as an executive body

Our survey yielded various responses to the question 'How would you improve the effectiveness of the LSP?' These are listed below for the consideration of the PMG:

- More joint commissioning
- Reducing duplication in the sub groups
- Becoming more strategic at meetings of the Board
- More outward facing
- Setting fewer targets and ensuring delivery of those set
- More joined up working and ownership
- Look at the 'golden thread' issues and revise the SCS with this in mind
- Involve partners in more decisions
- The approach to effectiveness has been one of continuous improvement. As we gel together as partners the better our performance becomes
- There needs to be much more communication between the LSP and staff who are working in front line services
- Its current framework is effective as duly elected VCS reps on the LSP are continuing to inform and enable VCS voice at LSP level
- Would have forums that strongly reflect the key strategic priorities that in my case interact with the business community and identify milestones for business development and enterprise
- Ensure it was not just a sign-off board but involved the community better in the decision making
- Quarterly email newsletter, which any Haringey organisation or resident can sign up to receive - open information as a start!
- Possibly an annual open SCP event, showcasing progress, inviting input of ideas, suggestions - and chance for council and other statutory and voluntary/community sector elected reps to be questioned
- Introduce strategic commissioning across the whole LSP. It is currently being piloted
- We could do with a more targetted use of the ABG to fewer priorities, currently spread too thin on too many initiatives

- The LSP should strengthen its partnership with the local voluntary and community sector as is the case with national organisations with more resources to deliver on the LAA outcomes
- Not sure how many actual decisions it makes - guess it sets strategic direction, though
- To create a platform where all partners are equal
- To ensure that LSP resources are given to partners that contribute to LAAs
- All members should take an interest in other members activities

A Action Plan

No.	Ref.	Recommendation	Management response	Implementation details
1.	3.2	The HSP Board needs to be free to focus on strategic issues. The theme boards should be managing the more operational matters, for example, recycling targets.	Agreed The HSP has a new focus to be implemented from April 2010. HSP Board to become a 'Standing Leadership Conference' focusing on strategic issues. PMG will become an 'Executive Board' supported by a new 'Business Group'.	April 2010 Assistant Chief Executive
2.	3.2	The HSP is data-rich, and there are specific examples of information being shared effectively, but the volume and distribution of data makes it difficult to access efficiently. Interviewees have spoken of needing a "helicopter view", which the PMG has recognised.	The HSP Performance Management Group has agreed a revised performance management framework which will streamline data provided to each partnership group. A new data platform has been agreed, which will bring all the information together in one 'hub'.	April 2010 October 2010 Assistant Chief Executive
3.	4.5	The PMG has proposed the formation of a secretariat to improve the effectiveness of the HSP. This secretariat needs to be more outward-looking, helping to ensure that the ABG continues to be invested wisely.	The servicing of the HSP and its component parts will be tailored to meet the proposed format of the Standing Leadership Conference and the Executive Board including the introduction of the Business Group, see item 4.	August 2010 Assistant Chief Executive

No.	Ref.	Recommendation	Management response	Implementation details
4.	7.2	The PMG's proposal to form an HSP Business Group should be implemented. This group should be tasked with monitoring financial information and influencing mainstream resource allocation across the partnership. The starting point for steering is knowledge about the resources available. That said, any resource mapping undertaken must be proportional and cost-effective	Agreed	April 2010. Assistant Chief Executive.
5.	4.3	Senior managers' events across the partnership should be maintained as they provide the opportunity to build a culture of partnership working below the PMG level.	Agreed	Ongoing Head of OD&L
6.	5.1	The Council currently demonstrates community leadership in line with it being democratically accountable. The impression given by some is that more leadership is needed from other partners, as all need to be 'Leaders of place' without the Council dominating. The HSP should continue to work to ensure balanced input from all parties. For example, the police have recently started to work with the Council to better ensure that CCTV provides value for money. Activity data is available but historically this has not been analysed to link with outcomes. We understand that five or six outcomes are being agreed so that data can be coded accordingly.	Agreed.	Ongoing All HSP partners
7.	2.6	There is scope for phase 2 of the JSNA to better inform the work of all the theme boards. The biggest three theme boards (Wellbeing, Children's Trust and Safer Communities) have utilised phase 1 effectively, along with their own strategic needs assessments. The Enterprise board utilises its own recession dashboard. However the JSNA could more effectively feed into the work of the Better Places and Integrated Housing boards. Overall responsibility should be agreed for the effective dissemination of the JSNA data to all the theme boards.	The expansion of the JSNA steering group to become a 'Healthier Communities Group' will address this recommendation.	July 2010 JSNA steering group

No.	Ref.	Recommendation	Management response	Implementation details
8.	2.5	<p>The recent PMG review did not look at the theme boards in detail. Their link to the newly proposed Executive Board will need to be considered. The PMG has recognised that once in place the Executive Board may wish to carry out a piece of work reviewing the structure of the theme boards and whether they are appropriate to the needs of Haringey. We would agree this review needs to be completed, with an emphasis on both LAA targets and other demonstrable outcomes being achieved by each board.</p>	<p>Agreed</p>	<p>April – May 2010 Interim Deputy Chief Executive</p>
9.	4.1	<p>In our view chairs of theme boards should not also chair any of the board's sub-groups, as this could represent a conflict and result in a lack of appropriate scrutiny of chairs' performance.</p>	<p>To be considered as part of the review of theme boards.</p>	<p>April – May 2010 Interim Deputy Chief Executive</p>
10	5.3	<p>The development of a commissioning framework was agreed and adopted in April 2009 and the practical application has been tested by the Compact toolkit. This will continue to help align Voluntary & Community Services (VCS) activity to commissioning opportunities. However, the Haringey Association of Community and Voluntary Organisations (HAVCO) perceives that the interests of third sector representatives are best reflected around health and wellbeing, but that there is room for improvement in the other theme areas.</p>	<p>HAVCO has agreed to support third sector organisations to better equip them to participate in commissioning.</p>	<p>Ongoing Chief Executive HAVCO</p>

No.	Ref.	Recommendation	Management response	Implementation details
11	5.4	<p>Six individuals from the Community Link Forum (CLF) are voted to represent the CLF on the HSP Board. We would recommend that the HSP build 'community empowerment' into the HCLF project to ensure that the community representatives receive the capacity building support that some of them require. Also, the fact that individuals are voted for rather than organisations means that some major VCS delivery partners could not be actively involved. There is a perception from some quarters that CLF attendees are not able to fully represent the relevant delivery agencies. Where the board perceives there is a deficit of expertise, we would recommend that it consider using the allowed option to co-opt members who are not elected through the CLF. In addition, the CLF is perhaps being under-utilised. For example, the tPCT would find it useful to utilise the CLF more to make contact with excluded groups.</p>	<p>The HSP supports HAVCO to provide the necessary support.</p>	<p>Ongoing Chief Executive HAVCO</p>
12	5.3	<p>It is recognised that engagement from the private sector needs to improve, and that perhaps looking outside the borough is an option. The issue is partly due to a lack of large private sector employers in area, although there is some involvement from Shopping City in Wood Green. Engagement is being sought through other media e.g. business breakfasts. Networks with smaller businesses are needed too.</p>	<p>London First is currently being approached to advise on best way to engage with private sector. Representative from London First to attend Executive Board from July</p>	<p>From July Assistant Chief Executive</p>

B Methodology

Our approach as outlined in our October 2009 specification was as follows:

- Consolidate learning from year one of the CAA and UoR processes, as well as our review of arrangements for tackling health inequalities;
- Distribute an anonymous electronic questionnaire to named members of all HSP groups and sub-groups. This was sent out to 90 members and we received responses from 34 people.
- Undertake reviews of key documents. This process began with publicly available documents and those already held as a result of our work in other areas. Where necessary we issued partners with further requests for information;
- Undertake interviews with key personnel, initially with members of the Haringey Strategic Partnership's Performance Management Group (PMG). We undertook further interviews as necessary and by agreement, ultimately speaking to the following people:

Performance Management Group

Organisation	PMG member
LBH	Dr Ita O'Donovan, Chief Executive
LBH	Cllr. Claire Kober, Leader of the Council
PCT	Tracey Baldwin, Chief Executive
Fire	John Brown, Borough Commander Haringey
Police	Dave Grant, Chief Superintendent
College of NE London	Paul Head, Principal of CONEL (Vice-Chair)
Job Centre	Rose Diamond
HAVCO	Naeem Sheikh

Theme Board Chairs

Name	Theme Board
Dr Ita O'Donovan, LBH CE	Enterprise
Cllr Canver, Cabinet Member for Safer Communities and Enforcement	Safer Communities Executive
Cllr Reith, Deputy Leader and Cabinet Member for Children and Young People	Children's Trust
Cllr Haley, Cabinet Member for Environment & Conservation	Better Places
Cllr Bevan, Cabinet Member for Housing Services	Integrated Housing
Richard Sumray, PCT Chair	Wellbeing

Other

Name	Role
Adrienne Roberts, LBH	Interim Deputy CE
Wayne Longshaw, LBH	Assistant CE, Policy, Performance & Communications
Duncan Stroud, PCT	Associate Director of Communications, Stakeholder and Engagement

- By agreement with partners, we will attend HSP meetings in the capacity of observers. We attended the HSP Board meeting on 21st January 2010.



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Meeting: Haringey Strategic Partnership

Date: 25 March 2010

Report Title: Local Area Agreement Performance Update to January 2010

Report of: Wayne Longshaw - Asst Chief Executive, Policy, Performance and Communications

1. Purpose

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

2. Summary:

2.1 This report provides the latest available performance information on the indicators contained within the LAA.

2.2 The latest data shows that overall, 30% (22) are reported as green or amber, 27% (20) as red and 43% (32) as data not available at the time of writing this report. Although for a high proportion of indicators current data for Quarter 3 2009/10 is not available, an assessment has been made of progress and Appendix 1 is annotated to show whether targets are on track to be achieved, where performance is improving or when the data will be available. For six indicators targets have recently been revised and four indicators are perception measures from the Place Survey for which data will not be available until the end of 2010. Another indicator for which data is not available is fuel poverty (NI 187) and is also based on a survey for which we expect results by April 2010.

2.3 Of the 35 designated improvement targets, nine are achieving or close to achieving target with a further six on track to achieve target based on the latest available data, 43% green. Nine targets are not on track to achieve targets set for 2009/10. These are:

- Serious violent crime
- Hospital admissions for alcohol related harm
- Drug users in effective treatment
- Initial and Core assessments (children's social care)
- Under 18 Conceptions
- Household waste sent for recycling
- Early Access for women to Maternity Services
- Adult Participation in Sport

2.4 Exception reports are available for areas where targets are not being achieved. It should be noted that for Adult participation in sport (NI 8)* which is also one of the 13 stretch targets, performance is based on the Active People Survey which is carried out in two tranches, the second one being in October each year. If the October '09 survey

data is used, the 2009/10 target will not be achieved but if the results of the October 2010 survey can be used, there is a possibility that the target will be met. As the timescales of the survey are not aligned with the financial year, we have sought clarification on which survey year will count. GOL are checking with CLG and will confirm the position.

- 2.5 Good progress is being made on the stretch targets with five having already achieved or exceeded the agreed stretch target and a further four on track to achieve target based on the latest available data. Three targets look unlikely to achieve the stretch; Recycling, Participation in Sport* and People on incapacity benefits helped into work. One target is rated amber as the target for one element, people on job seekers allowance helped into work is expected to be achieved (40% of the target PRG) but the lone parents target (60% of the target PRG) is not likely to be met.
- 2.6 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.
http://www.haringey.gov.uk/index/council/performance_and_finance/council_inspections/performance-reports/hsp_performance_quarters.htm
- 2.7 Exception reports are available for our areas for focus
- Serious violent crime
 - Initial and core assessments for children's social care
 - 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 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 mandatory education attainment targets and 29 local indicators. It also includes the 13 stretch targets from the 2007/08-2009/10 LAA and a number of safeguarding indicators which were added during the year 1 refresh in April 2009.

5.2 Haringey recently refreshed its 2008/09-2010/11 Local Area Agreement (year 2) which was submitted to Government Office for London on 12th March 2010, with subsequent ministerial sign off expected by 31st March.

5.3 The refreshed LAA encompasses:

5.3.1 Revision of targets for the economic indicators which were 'frozen' last year as a result of the economic downturn. These include:

- NI 116 - Proportion of children in poverty;
- NI 153 - Working age people claiming out of work benefits;
- NI 154 - Net additional homes provided; and
- NI 171 - New business registration rate.

5.3.2 Setting of targets for the two nationally deferred indicators:

- NI 125 Achieving independence for older people
- NI 149 Adults in contact with secondary mental health services

5.3.3 Removal of NI 112 Teenage conception rate from the overall reward calculation.

5.3.4 Technical revisions to targets where data was confirmed post ministerial approval in April 2009 such as the place survey targets.

6. Appendices

6.1 LAA Performance Overview – Appendix 1

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Report Supporting Information				
35 'designated' LAA Indicators Dashboard				
<p>NI 16</p> <p>Serious acquisitive crime</p> <p>On track to achieve end of year target – Green</p>	<p>NI 51</p> <p>Effectiveness of CAMHS</p> <p>Target Achieved - Green</p>	<p>NI 15</p> <p>Serious violent crime</p> <p>Exception report available - Red</p>	<p>NI 60</p> <p>Core assessments (children's social care)</p> <p>Exception report available - Red</p>	
<p>NI 111</p> <p>First time entrants to Youth Justice System</p> <p>On track to achieve end of year target – Green</p>	<p>NI 195</p> <p>Highways having deposits of litter, graffiti, fly-posting and detritus, that fall below an acceptable level</p> <p>Green - Nov 09 data</p>	<p>NI 39</p> <p>Hospital admission for alcohol related harm</p> <p>New investment and activity in place - Red</p>	<p>NI 112</p> <p>Under 18 conceptions</p> <p>Continuing to improve - Red</p>	
<p>NI 117</p> <p>NEET</p> <p>On track to achieve end of year target –Green</p>	<p>NI 135</p> <p>Carers</p> <p>On track to achieve end of year target – Green</p>	<p>NI 40</p> <p>Drug users in effective treatment</p> <p>DAAT Drug Treatment Plan 09-10 details actions to improve treatment overall and meet this target - Red</p>	<p>NI 192</p> <p>Household waste sent for reuse, recycling and composting</p> <p>Exception report available - Red</p>	
<p>NI 121</p> <p>Under 75 mortality from circulatory diseases</p> <p>Target achieved – Green</p>	<p>NI 156</p> <p>Temporary accommodation</p> <p>Continuing to improve - Amber</p>	<p>NI 59</p> <p>Initial assessments (children's social care)</p> <p>Exception report available - Red</p>	<p>NI 126</p> <p>Early Access for Women to Maternity Services</p> <p>Maternity Action Plan implemented – Red</p>	
	<p>NI 113</p> <p>Chlamydia</p> <p>Amber</p>	<p>NI 8</p> <p>Adult participation in sport</p> <p>Red – based on 08-09 data</p>		

Report Supporting Information
35 'designated' LAA Indicators Dashboard – 17 Data Awaited Targets

<p>NI 4</p> <p>People who feel they can influence decisions in their locality</p> <p>Place Survey end of year 2010</p>	<p>NI 79</p> <p>Level 2 qualification by the age of 19</p> <p>on track based on 2008-09 results 2009-10 data awaited</p>	<p>NI 141</p> <p>Vulnerable people achieving independence living</p> <p>On track based on Q2 data Q3 data to be available by April 2010</p>	<p>NI 171</p> <p>New business registration</p> <p>revised targets agreed with GOL 2009-10 19% 2010-11 19%</p>
<p>NI 6</p> <p>People who take part in formal volunteering at least once a month</p> <p>Place Survey end of year 2010</p>	<p>NI 116</p> <p>Proportion of children in poverty</p> <p>Negotiating revised targets with GOL</p>	<p>NI 149</p> <p>Adults achieving secondary mental health services in settled accommodation</p> <p>Revised targets agreed with GOL 2009-10 85% 2010-11 86%</p>	<p>NI 186</p> <p>Per capita Co2 omissions</p> <p>2008 data will be released in September 2010</p>
<p>NI 21</p> <p>Dealing with local concerns about anti-social behaviour and crime issues</p> <p>Place Survey end of year 2010</p>	<p>NI 123</p> <p>Smoking quitters</p> <p>Data to be available by April 2010 On track based on Q1 data</p>	<p>NI 153</p> <p>Working age people claiming out of work benefits</p> <p>Revised targets agreed with GOL 2009-10 0.7pp 2010-11 0.6pp</p>	<p>NI 187</p> <p>Tackling fuel poverty</p> <p>Data to be available by April 2010</p>
<p>NI 35</p> <p>Building resilience to violent extremism</p> <p>on track to achieve level 3</p>	<p>NI 125</p> <p>Independence for older people through rehabilitation / intermediate care</p> <p>Revised targets agreed with GOL 2009-10 82% 2010-11 85%</p>	<p>NI 154</p> <p>Net additional homes provided</p> <p>Proposed targets submitted to GOL on 11/12/09</p>	
<p>NI 56</p> <p>Obesity in primary school age children in Year 6</p> <p>on track based on 2008-09 data 2009-10 data awaited</p>	<p>NI 140</p> <p>Fair treatment by local services</p> <p>Place Survey end of year 2010</p>		

Report Supporting Information

16 LAA Local Indicators Dashboard

<p>NI 53 Prevalence of breast-feeding % of infants breastfed at 6-8 weeks - Green % of infants being totally or partially breastfed at 6-8 weeks - Amber</p>	<p>NI 62 Stability of placements of looked after children Amber</p>	<p>NI 155 Number of affordable homes delivered Data Awaited</p>	<p>L0043 Skills for Life qualification skills for life qualification - Green entered into jobs - Green (08-09) qualification at workplace - Green (08-09) Data Awaited</p>
<p>NI 66 Children in care cases reviewed within required timescales Close monitoring on early allocation of new cases to IRO's and good liaison with the Placements Service Red</p>	<p>NI 1 % of people who believe people from different backgrounds get on well together in their local area Data Awaited - Place survey end of year 2010</p>	<p>NI 158 % non-decent council homes Data Awaited - on track to achieve target</p>	<p>L0044 Level 2 qualification level 2 qualification - Red (08-09) entered into jobs - no data qualification at workplace - red (08-09) Data Awaited</p>
<p>NI 67 % of child protection cases reviewed within required timescales The Child Protection Service has introduced a new system to ensure that more reviews are held within timescale Red</p>	<p>NI 7 Environment for a thriving third sector Data Awaited</p>	<p>NI 175 Access to services and facilities by public transport, walking and cycling Data Awaited - Haringey has agreed targets for 2010/11. NHS agreeing targets for 2010/11</p>	<p>L0123 Victim Support Services for children & young people 1:1 appointments - improved workshops - Crime Awareness delivered Data Awaited</p>
<p>L0042 Haringey Guarantee participants with a completed better off calculation Exception report available Red</p>	<p>NI 119 Self-reported measure of people's overall health and wellbeing Data Awaited - Place Survey end of year 2010</p>	<p>NI 198 Children travelling to school 5-10 years old - Amber based on 08-09 data 11-16 years old - Red based on 08-09 data 2009 -2010 Data Awaited</p>	<p>L0221 % of HIV infected patients with CD4 count less than 200 cells per mm3 diagnosed Data Awaited - data to be available by April 2010</p>

Report Supporting Information

13 LAA Stretch Targets Dashboard

<p>Local Personal Robbery On track to achieve target Green</p>	<p>Local People helped into work Lone parents – Red JSA - Green</p>	<p>Local Smoking Cessation N17 On track based on Q1 data Data to be available by April 2010</p>
<p>Local Domestic Violence Sanction detections - Green Repeat Victimisation - Green</p>	<p>Local Incapacity benefits helped into work Exception report available - Red</p>	<p>Local Improving living conditions for vulnerable people Carbon emission – data awaited Older people into care – Green Accidental fires - Green</p>
<p>Local Street and environment cleanliness On track to achieve target Green</p>	<p>NI 192 Recycling and composting Exception report available - Red</p>	<p>NI 79 Level 2 qualifications On track to achieve target Data to be available in April 2010</p>
<p>NI 117 NEETs On track to achieve target Green</p>	<p>NI 8 Participation in sport Red – based on 08-09 survey results</p>	<p>Local Parks and open spaces Green pennant – data awaited Green flag – on track Satisfaction parks – survey to be commissioned Data available by July 2010</p>
<p>Local Healthy school status Achieved - Green</p>		

Community Engagement, Compact & Equality Implications

EIA undertaken on LAA.



Meeting: Haringey Strategic Partnership

Date: 25 March 2010

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 met on 18 February 2009.

The meeting was chaired by Sona Mahtani one of the Board's community representatives. The Board welcomed Cllr Bevan in his new role as interim Cabinet Member for Environment and Conservation.

The meeting received highlight reports and presentations from community organisations receiving funding from the Greenest Borough Innovation Fund. This provided a valuable opportunity for the board to see how the projects were beginning to deliver against the priorities of the fund.

John Morris, Assistant Director for Recreation Services at Haringey Council and Nic Durston from Groundwork gave an interactive presentation on the

progress that is being made on delivering Priority Two of the Greenest Borough Strategy – Protecting the Natural Environment. This covered recent work such as improving local green spaces and actively managing biodiversity, and plans for the next financial year, including climate change adaptation / mitigation, tackling open space deficiency and maximising the use of our assets.

The Better Haringey Programme Manager briefed members of the Board on the Going Green conference that was being held at Haringey Sixth Form Centre on Saturday 20 February. Cllr Toni Mallet attended to discuss topics that may be beneficial for future involvement from the Council's Overview and Scrutiny committee. Haringey's approach to carbon management and a review of the impact of the Greenest Borough Strategy on health inequalities were suggested as possible areas of work.

The next meeting of the Better Places Partnership Board has been provisionally scheduled for 20 July 2010.

Children's Trust

Since the last report to the HSP the Children's Trust has not met formally.

An 'Away Day' workshop session was held on 9 February, which was led by IDEA to look at remits, roles and responsibilities within the Trust. It also gave Trust members a chance to meet and talk in a less formal setting. The three Children's Area Partnerships were invited to send representatives to the workshop so that they could share in the event, meet members of the Trust Board and give their views during the discussions.

The next meeting of the Trust is on 15 April 2010.

Enterprise Partnership Board

The Enterprise Board last met on 17 November 2009.

At the meeting John Egbo (Community Link Forum) was confirmed as the Enterprise Board representative on the Haringey Strategic Partnership for the rest of 2009/10.

The Board agreed proposals to commission additional projects worth £613k. These projects will cover:

- New skills pilots
- Additional employment for people living in social housing
- Extending Families into Work
- Extending the Future Jobs Fund
- Employer engagement and business support
- Town centre management
- Social enterprises/third sector
- Credit unions

The Board was informed that delivery has started on Council led Future Jobs Fund bid. In the first month twenty people have been recruited against a target of twenty-four.

The Board approved proposals to renegotiate the targets associated to NI 153 (Working age people claiming out of work benefits in the worst performing neighbourhoods) and NI 171 (New business registration rate) as part of the LAA refresh.

The Board received its latest performance scorecard covering Quarter 3 and it approved the full six monthly update of its Risk Register. An update on the three main Worklessness programmes: Haringey Guarantee, Families into Work and the North London Pledge was also provided and an update was also given on business and enterprise activities in the Borough.

The next meeting of the Board is provisionally scheduled for 16 June 2010.

Integrated Housing Board

The Board last met on 23 February.

Three presentations were given and as these were felt to be of wider interest than just the Board, the Chair opened the meeting to a wider audience to include Housing Associations.

The first presentation was on Fraud and Sub Letting and how this was being addressed by the Council and other agencies. The Council had appointed an officer specifically to tackle fraud following an initiative run by the National Fraud office that identified a large number of potential matches against the criteria they used to identify potential cases.

By having an officer with the expertise to investigate fraud the Council and Homes for Haringey was also able to develop and review their systems to prevent fraud. Work was also being done with Registered Social Landlords (RSLs) to improve the systems and checks in place within their organisations.

The second presentation was on Emergency Planning and Business Continuity and the provision made within this for Housing. The Board and the Housing Associations present felt the presentation was extremely helpful and generated discussion about the effectiveness of each representative's own emergency plans.

The third presentation was on the forthcoming Audit Commission inspection of the Council's Strategic and Community Housing Service.

It was noted that a different approach had been adopted in the formation of the Self Assessment for this inspection and the work of Partners had been recognised more fully. In terms of the work being done to improve resident involvement it was noted that whilst there had been a great deal of positive work there was still room for improvement.

The next meeting of the Board was provisionally scheduled for 14 June.

Safer Communities Executive Board

The Board last met on 18 February.

At this meeting the Board endorsed the priorities for the coming year with funding allocations. There was some minimal decommissioning, a reduction to the problem-solving fund and an increase in funding for the new priority of reducing adult re-offending.

Some challenges for the coming year will include further work to intervene effectively with gang members; establishing the new, multi-agency Reducing Re-offending Network; developing the Preventing Violent Extremism work and joining up the area-based partnership delivery mechanisms. Discussions are underway with the Area Partnerships for Children's' Trusts. Working effectively with the HSP Engagement Group and establishing a marketing strategy were also highlighted as areas of interest.

Overall crime performance remains favourable with the following highlights: All areas of acquisitive crime are now reducing and on target to meet the collective target (domestic burglary, vehicle crime and robbery); all stretch targets are on track to meet their targets (personal robbery, domestic violence sanctioned detections and repeat victims); numbers of first time entrants into the Youth Justice System is performing well but final figures await confirmation. Serious violent crime, mostly linked to gang-related offences among young adults, has been brought down from a high last August of +45% to a current +19% but shy of the annual target. Challenges are being faced in relation to the drug treatment and alcohol admissions targets, due in part to longer-term entrenched problems, and these are unlikely to meet annual targets.

The Scrutiny Review on Victim Support was discussed and will be finalised shortly. Looking into the confidence agenda was raised as a future scrutiny exercise, including a review into how aware all residents are of their Safer Neighbourhood Teams.

SCEB members have been extremely busy over the past few months. We held a very well attended, successful Awards Ceremony, championed by Cabinet Member, Councillor Nilgun Canver and hosted by Dr Kurt Barling.

Alongside Homes for Haringey, we contributed to the ASB Summit for key stakeholders recently with attendance from Council housing providers, Resident Social Landlords, the Anti-Social Behaviour Action Team, enforcement and youth services. This was a really good step towards addressing early intervention around lower-level ASB. There were 6 workshops and an action plan is under development and key residents will be consulted in due course.

The My Safer Haringey poster campaign ran during February and initial feedback suggests high awareness. Further evaluation is being undertaken by corporate communications.

A fairly small but important Conference on Reducing Adult Re-offending was held in early March with workshops looking at motivation, partnership and community. External key speakers were drawn from Probation, Peace Alliance and the Association of Reformed Offenders. An action plan is already in place and will be further developed in light of the Conference feedback. This work has become a central priority for the partnership and, commitment willing, holds the promise of real progress and value for money.

Some challenges for the coming year will include further work to intervene effectively with gang members; establishing the new, multi-agency Reducing Re-offending Network; developing the Preventing Violent Extremism work and joining up the area-based partnership delivery mechanisms. Discussions are underway with the Area Partnerships for Children's' Trusts. Working effectively with the HSP Engagement Group and establishing a marketing strategy were also highlighted as areas of interest.

The next meeting of the Board is provisionally scheduled for 3 June 2010.

Well-Being Strategic Partnership Board

The Board last met on 25 February 2010.

The Board considered a report that provided an update on the Joint Mental Health Partnership Strategy – 'Moving Forward 2010–13'. In achieving the aims of the strategy there would be a focus on joint commissioning, to create comprehensive, integrated and personalised services.

A report was provided that gave an overview of the Haringey 2012 Olympic and Paralympic Legacy Plan. A sum of £180K had been set aside to enable as many residents as possible to take up the opportunities offered by the Olympics and to ensure that an Olympic legacy was created in Haringey.

The Board considered a report that provided an overview of the key elements of the NHS Haringey Strategic Plan 2009-14. NHS Haringey is in discussion with Tottenham Hotspur football club around the possibility of creating a health centre within its complex. The creation of polysystems would enable GPs to access a broader range of skills and it was envisaged that this would help to drive up the quality of services delivered.

A report that provided an interim update on the Delivery Plan for the Experience Still Counts strategy and the progress being made with respect to developing a Priorities Options Paper was considered. The Older People's Partnership Board has now established a sub-group, which would monitor the delivery of the strategy

The Board received a report that set out the level of risk associated with the operation of the Board and the risk attached to achieving LAA targets as calculated at the end of December 2009.

The Board received an update on the Safeguarding Adults Prevention Strategy 2009/11. The relationship between the Board and the Safeguarding Adults Board (SAB) may need to be clarified further to ensure that roles of

each body were clear. It was noted that Chief Superintendent Dave Grant had indicated that he would be raising this issue at the next HSP Performance Management Group meeting.

The next meeting of the Board is provisionally scheduled for 10 June 2010.