
Community Safety Partnership

THURSDAY, 6TH OCTOBER, 2011 at 12:00 HRS – COUNCIL CHAMBER, CIVIC CENTRE,
HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Please see the Membership below.

AGENDA

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 where they appear. New items of Urgent Business will be considered under Item 15 below).

3. DECLARATIONS OF INTEREST

Members of the Board must declare any personal and/or prejudicial interests with respect to agenda items and must not take part in any discussion with respect to those items.

4. MINUTES (PAGES 1 - 8)

To confirm the minutes of the meeting held on 19 May 2011 as a correct record.

5. APPOINTMENT OF CHAIR FOR 2011/12

To appoint a Chair for 2011/12.

6. APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair for 2011/12.

7. TERRORISM UPDATE

A verbal update will be provided.

DISCUSSION ITEMS:

8. REGENERATING TOTTENHAM - INVESTMENT AND IMPLICATIONS FOR COMMUNITY SAFETY PRIORITIES

A presentation will be given.

9. POST RIOT RECOVERY UPDATE AND SUMMARY OF CONSULTATION

Report to follow.

10. REVIEW OF PARTNERSHIP ARRANGEMENTS (PAGES 9 - 16)

11. HALF-YEAR CRIME PERFORMANCE (APRIL - SEPTEMBER 2011)

Report to follow.

12. DELIVERY PLAN REPRIORITISATION

Report to follow.

INFORMATION ITEMS:

13. INTEGRATED OFFENDER MANAGEMENT

14. MENTAL HEALTH PARTNERSHIP LIAISON

15. NEW ITEMS OF URGENT BUSINESS

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

16. ANY OTHER BUSINESS

To raise any items of AOB.

17. DATES OF FUTURE MEETINGS

To note the dates of future meetings set out below:

- 12pm, 15 December 2011
- 12pm, 1 March 2012

David McNulty
Head of Member Services
River Park House
225 High Road
Wood Green
London N22 8HQ

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

Circulated: 28 September 2011

ORGANISATIONS	NO. OF REPRESENTATIONS	NAME OF REPRESENTATIVE
Haringey Council	7	Councillor Bernice Vanier (Chair) Claire Kowalska Lyn Garner Peter Lewis Stephen McDonnell Jeanelle de Gruchy Barbara Nicholls
Public Health	1	Tamara Djuretic
Haringey Metropolitan Police	1	Sandra Looby
Haringey Fire Service	1	Richard Mills
Haringey Probation Service	1	Kate Gilbert
Homes for Haringey	1	Paul Bridge
Mental Health Trust	1	Mark Lundy
Community Link Forum	3	Sajda Mughal Rev Nims Obunge <i>X1 TBC</i>
HAVCO	1	Pamela Pemberton
Metropolitan Police Authority	1	Joanne McCartney
Haringey Magistrates Court	1	Stephen Carroll
Haringey Crown Prosecution Service	1	Hywel Ebsworth
TOTAL	20	

This page is intentionally left blank

MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP (HSP)
THURSDAY, 19 MAY 2011

Present: Councillor Bernice Vanier (Chair), Olivia Darby, Sam Evans, Kate Gilbert, Jennifer James, Claire Kowalska, Enid Ledgister, Sandra Looby, Richard Mills, Robin Payne.

In Attendance: Xanthe Barker, Jan Doust, Farzad Fazilat, Natasha Plumber, Otis Williams, Claire Williamson.

MINUTE NO.	SUBJECT/DECISION	ACTION BY
HSP75.	<p>APOLOGIES</p> <p>Apologies for absence were received from the following:</p> <p>Peter Lewis - Jennifer James substituted Anne Lippitt - Robin Payne substituted Joanne McCartney - Sam Evans substituted Sajda Mughal Barbara Nicholls Pamela Pemberton - Olivia Darby substituted</p>	
HSP76.	<p>URGENT BUSINESS</p> <p>There were no items of Urgent Business.</p>	
HSP77.	<p>DECLARATIONS OF INTEREST</p> <p>No declarations of interest were made.</p>	
HSP78.	<p>MINUTES</p> <p>Prior to confirmation of the minutes the following update was provided:</p> <p><u>HSP66 – Safer Communities – Emerging Priorities and Future Interventions</u></p> <p>With regard to the GLA mentoring project the Board was advised that a group of young people from the Haringey Youth Council (HYC) were meeting with the Mayor during half term. The Chair requested that an update with regard to the outcome of this be provided at the next meeting.</p> <p>RESOLVED:</p> <p>That the minutes of the meeting held on 17 February 2011 be confirmed as a correct record.</p>	<p>Claire Kowalska</p> <p>Xanthe Barker</p>
HSP79.	<p>PERFORMANCE HIGHLIGHTS - FINANCIAL YEAR 2010/11</p>	

**MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP (HSP)
THURSDAY, 19 MAY 2011**

The Board received a report that provided an overview of performance against principal community safety targets at the end of 2011/12.

The following areas of performance were highlighted:

Overall crime – down by 4.5% in comparison with the previous year. Since 2003 total notifiable offences had fallen by 37% in Haringey.

Most serious violent crime – down by 30.4% in comparison with the previous year.

Serious acquisitive crime – down by 1.6% in comparison with the previous year; although the annual target of 2.6% was not met. Residential burglary and vehicle crime had risen slightly over the last six month period, which was anticipated given the economic backdrop. Changes to the welfare system coupled with significant youth unemployment meant that a continued rise in this type of crime was likely and this would continue to be monitored.

Residential burglary – this had fallen by 3.6% missing the annual target by 4.4%.

Drug and alcohol treatment – due to the way information was gathered the number of people entering ‘effective treatment’ could not be calculate until August. There had been a 24% increase in alcohol related admissions to hospital during the first two quarters of the year in comparison with the previous year. As a consequence the Alcohol Needs Assessment was being reviewed and this would be presented to the Alcohol Harm Reduction Strategy Group.

Reducing re-offending – the Board was advised that measure referred to in the report in terms of re-offending was not based on a comparison with other Boroughs.

The Borough Commander advised that there was funding identified to continue the current Q Car operations.

The Board discussed the report and it was noted that Victim Support had applied to the Victim and Witness Protection Fund for assistance in funding support to young people. In response to a query the Board was advised that £30K was required in order to fund a dedicated post and the running costs attached to this. It was indicated that the MPA may be able to assist with an element of this and it was agreed that there should be further discussion outside the meeting.

RESOLVED:

That the report be noted.

All to note

Claire
Williamson / Enid
Ledgister

HSP80. HARINGEY COMMUNITY SAFETY PLAN 2011 -14

The Chair took this opportunity to advise that, for clarity, the Safer Communities Executive Board would now be known as the Community Safety Partnership (in line with the majority of other Local Authorities).

The Board received the overarching Haringey Community Safety Plan 2011-14 and Delivery Plan and the sub strategies list below:

**MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP (HSP)
THURSDAY, 19 MAY 2011**

- Haringey Adult Re-offending Strategy 2011-14
- Haringey Annual Youth Justice Plan and Equalities Impact Assessment 2011/12

It was noted that there were areas within the plan where data was outstanding and that these needed to be worked through. Members of the Board were asked to indicate whether they were broadly happy with its content and if there were any additional areas that they felt should be incorporated.

It was suggested that an objective around street cleanliness should be incorporated as this was often an area that created a perception that an area was run down. The Board was advised that the new waste management contract provided for the collection of data in relation to individual streets. There was agreement that this should be analysed and used to identify areas where action was required and that this approach should be articulated within the plan.

The Board was advised that once the new Area Committees were up and running, they would be used to gather additional local data that would also be fed into the plan. These meetings would also be used to inform working priorities and to create a better understanding of what was happening on the ground.

In terms of the partnership delivery structure it was proposed that there would be a reduction in the number of Boards sitting beneath the Community Safety Partnership. Any work outside the remit of the Boards would be pulled together by the relevant policy lead and reported to the Community Safety Partnership.

The Board discussed the need to identify areas where a joint approach was required and to pool resources effectively to tackle these areas. There was agreement that clear actions were required in order to achieve agreed outcomes and it was suggested that these should be articulated in the Area Plans that each Area Committee would own. These would be devised over the summer once the Area Committees had held their first round of meetings.

There was a general consensus that it would also be helpful to have a strategic meeting to discuss how the resources available to each of the key agencies could be pooled to tackle areas such as Northumberland Park, where a coordinated approach was required, in the most effective way.

The Chair noted that there would also need to be a political discussion before any commitment could be made by the Council in terms of the pooling of resources.

The Borough Commander noted that organised crime was not an area of focus in terms priorities for policing at a local level in Haringey and that data was not collected locally with respect to this. There was agreement

Claire
Kowalska

Claire
Kowalska

**MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP (HSP)
THURSDAY, 19 MAY 2011**

	<p>that this should be removed.</p> <p>It was noted that under the summary of key indicators the reference to 'delivering 230,000 home fire safety visits' was a London wide target and that this should be replaced with the Haringey target of 1562.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That development to date with regard to the Haringey Community Safety Plan 2011-14 and Delivery Plan and the sub strategies referred to above be noted. ii. That the points raised during discussion should be taken forward and reflected in the plan where appropriate. 	<p>Claire Kowalska</p> <p>Claire Kowalska</p>
<p>HSP81.</p>	<p>YOUTH, COMMUNITY AND PARTICIPATION (NEW APPROACH TO INNOVATION)</p> <p>The Board was given a verbal update with respect to the reconfiguration of the Council's Children and Young People's Service.</p> <p>As part of the Council's review of its services and staffing structure, in light of the significant reduction in the funding received from central Government, the services provided by the Council for Children and Young People had been refocused in order to ensure that the resources available were targeted towards the most vulnerable groups.</p> <p>It had been considered important to preserve frontline services wherever possible and in order to achieve this there had been a reduction from four to two business units. The new Business Units covered 'Prevention and Early Intervention' and 'Children and Families'.</p> <p>There was agreement that once the new structure was embedded, it would be useful if there was discussion with the Board around the new arrangements.</p> <p>The Board discussed the proposals and it was noted that alongside the reorganisation of the service there were also reductions to other funding streams including a 75% reduction to 'Youth London' and a £2m reduction to the 'Extended Schools' programme, both of which provided after school care and activities; the gap that this created and the impact in terms of community safety would required further consideration.</p> <p>It was recognised that the Voluntary and Community Sector (VCS) would play a crucial role in new arrangements in these areas and it was noted that the Police Consultative Group (PCG) might be able to assist in working with the Local Authority and the VCS to establish how this might work in practice.</p> <p>In terms of the relationship between the Area Committees and the Children's Networks the Board was advised that there was a role for these to play in the provision of support and advice for young people; however, this role had not been thought through as yet. It was noted that</p>	<p>Jan Doust / Claire Kowalska</p>

**MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP (HSP)
THURSDAY, 19 MAY 2011**

	<p>several pieces of work were in development at present and that it would be possible to provide a more comprehensive update at the next meeting.</p> <p>There was also a general consensus that the emphasis on the family was key in terms of addressing issues in a holistic way and that pooling resources for joint working on this area should be a focus for the Board.</p> <p>The Chair thanked the Jan Doust for her update and agreed that it would be useful for a further report to be brought to the meeting in October.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the verbal update be noted. ii. That a further report should be brought to the next meeting. 	<p>All to note</p> <p>Jan Doust/ Claire Kowalska</p>
<p>HSP82.</p>	<p>ENGAGING WITH MENTAL HEALTH SERVICES</p> <p>The Board received a verbal update on engagement with Mental Health Services.</p> <p>It was noted that the Mental Health Partnership provided the primary mechanism for engagement with partners working in the sector. Other forums included the Older People's Partnership and a sub group that focused on dementia and this was led by Lisa Redfern, the Assistant Director for Adult Social Care. An open invite was extended to members of the Board to attend the Mental Health Partnership.</p> <p>In addition the Council's Mental Health Strategy had been launched last year and the Board was advised that there was a close working relationship between the Assistant Director for Adult Social Care and the Chief Executive of the Mental Health Trust.</p> <p>At present the Mental Health Trust was undergoing a reorganisation and there was agreement that it would be useful if a chart outlining the new structure was circulated once this was available.</p> <p>The Board was advised that one of the key drivers behind the Mental Health Strategy was to support the delivery of more locally based services and the personalised care agenda. It also placed a strong emphasis on prevention and non clinical services such as the IAPT.</p> <p>It was noted that Lee Bojtor, Mental Health Trust, had been written to on behalf of the Board, requesting that a permanent representative be nominated and this action was endorsed.</p> <p>In response to a request for clarification as to how the relationship between the Mental Health Trust, Council and Police would operate at an operational level and whether this would be via the Wood Green 'hub', the Board was advised that the Police were currently undertaking</p>	<p>All to note</p> <p>Farzad Fazilat</p>

**MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP (HSP)
THURSDAY, 19 MAY 2011**

	<p>a piece of work to identify how the relationship between mental health services and the Police could be improved.</p> <p>The Chair thanked Mr Fazilat for the update provided.</p> <p>RESOLVED:</p> <p>That the verbal update be noted.</p>	
<p>HSP83.</p>	<p>UPDATE FROM METROPOLITAN POLICE AUTHORITY</p> <p>The Board was provided with a verbal update by the Metropolitan Police Authority (MPA).</p> <p>It was noted that there were several strands of work and changes in legislation in train, both nationally and in London, which would affect the Community Safety Partnership. New pieces of legislation around policing included the Police Reform and Social Responsibility (PRSS) Bill and Localism Bill.</p> <p><u>Community Triggers</u> – these were being introduced as part of the PRSS Bill and would enable members of the public to escalate issues, which they considered had not been properly dealt with by the Police or Local Authority, directly with the Mayor's office.</p> <p><u>The Metropolitan Police Authority (MPA)</u> – the MPA would continue to be responsible for communication and consultation and for the production of the Policing and Crime Plan.</p> <p><u>The Localism Bill</u> – this was progressing through parliament at present. Importantly for the Local Authority and the CSP it is also looking at the relationship between Overview and Scrutiny (O&S) Committees and the Mayor's Office for Police and Crime (MOPC)</p> <p><u>Local Crime Boards</u> – this would be a multi agency group (including representation from the MOPC) that would be responsible for the allocation of community safety funding to each Borough. This relationship between this body and other criminal justice agencies was still being worked through at present.</p> <p>These were being rolled out in London ahead of the rest of the country as there were already regional government structures in place to facilitate the arrangements. It was anticipated that the Bill would receive royal assent in July and if this was the case the new arrangements would be implemented on 1 October.</p> <p><u>Late Night Levies</u> – it was proposed that this would be administered by the Mayor's office and that the revenue generated would be made available to the Mayor to develop measures to address alcohol related crime and disorder resulting from the late night alcohol industry. There would be no obligation on the Mayor to redistribute the proceeds of this to the Boroughs from which the levy was raised.</p>	

**MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP (HSP)
THURSDAY, 19 MAY 2011**

	<p>The Chair thanked Natasha Plumber for her update.</p> <p>RESOLVED:</p> <p>That the verbal update be noted.</p>	
HSP84.	<p>OVERVIEW OF NEW SINGLE FRONTLINE</p> <p>RESOLVED:</p> <p>That this item be deferred until the next meeting.</p>	Claire Kowalska
HSP85.	<p>RISK REGISTER</p> <p>The Board was advised that the Risk Register was being reviewed over the next two months. This piece of work would include discussion with each of the key agencies in order to identify and reflect changes in policy and legislation over the last year.</p> <p>RESOLVED:</p> <ul style="list-style-type: none"> i. That the update be noted. ii. That the Risk Register should be brought to the Board's next meeting. 	Claire Kowalska
HSP86.	<p>ADULT DRUG TREATMENT PLAN / DRAFT ALCOHOL STRATEGY</p>	
	<p>The Board was advised that the documents had been circulated for information and that any comments could be emailed to Marion Morris, Drug and Alcohol Action Strategic Manager; marion.morris@haringey.gov.uk</p> <p>RESOLVED:</p> <p>That the Adult Treatment Plan and draft Alcohol Strategy be noted.</p>	
HSP87.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>There were no items of Urgent Business.</p>	
HSP88.	<p>ANY OTHER BUSINESS</p> <p>It was noted that this would be the last meeting that Jennifer James would be attending as she was leaving the Local Authority. On behalf of the Board the Chair thanked her for her contribution.</p>	
HSP89.	<p>DATES OF FUTURE MEETINGS</p> <p>The dates of future meeting, set out below, were noted:</p>	

**MINUTES OF THE COMMUNITY SAFETY PARTNERSHIP (HSP)
THURSDAY, 19 MAY 2011**

12pm, 6 October 2011, Haringey Civic Centre.
12pm, 15 December 2011, Haringey Civic Centre.
12pm, 1 March 2011, Haringey Civic Centre.

All to note

The meeting closed at 2.10pm,

COUNCILLOR BERNICE VANIER

.....

CHAIR



Meeting: Community Safety Partnership

Date: 6 October 2011

Report Title: Review of Partnership Arrangements

Report of: Stuart Young, Assistant Chief Executive

Purpose

This report presents the findings of the Haringey partnership review and the recommendations for the way forward.

Summary

In April the council commissioned Shared Intelligence to carry out a review of its partnership arrangements. The review recommends a more streamlined approach to partnership working and engagement.

The report recommended that:

- The core partners should meet with Haringey Council's Cabinet and Chief Executive Management Board every six weeks and that this will constitute the core partnership group;
- Cabinet portfolio holders should have lead responsibility for political liaison with key partners;
- Initially the only standing partnership bodies should be the shadow Health and Wellbeing Board (sHWB) and a reconstituted Community Safety Board;
- The council should adopt a commissioning approach to the funding of voluntary sector infrastructure support in Haringey;
- Area committees and Haringey Debate council meetings should form the key elements of the more inclusive dimension of partnership working;
- The network of partnerships that currently sit below the thematic boards should be reviewed and streamlined;
- The shadow Health and Wellbeing Board should develop its role in relation to safeguarding and discharging the other functions of the current Children's Trust;
- Continuing attention should be paid to the culture of partnership working.

The summary of the Haringey Partnership Review is attached below, together with a position statement from the Leader of Haringey Council

Recommendations

Outgoing Theme Boards should identify key actions and areas of work within

their remit which may not be addressed in the new arrangements. These may be picked up by task and finish groups or as part of partners core business.

For more information contact:

Name: Patricia Walker

Title: Principal Policy Officer

Tel: 020 8489 3373

Email address: patricia.walker@haringey.gov.uk

Haringey Partnership Review

Summary of recommendations

The report recommends that:

- The core partners should meet with Haringey Council's Cabinet and Corporate Management Team every six weeks and this will constitute the core partnership group;
- Cabinet portfolio holders should have lead responsibility for political liaison with key partners;
- Initially the only standing partnership bodies should be the shadow Health and Wellbeing Board and a reconstituted Community Safety Board;
- The council should adopt a commissioning approach to the funding of voluntary sector infrastructure support in Haringey;
- Area committees and Haringey Debate council meetings should form the key elements of the more inclusive dimension of partnership working;
- The network of partnerships that currently sit below the thematic boards should be reviewed and streamlined;
- The Shadow Health and Wellbeing Board should develop its role in relation to safeguarding and discharging the other functions of the current Children's Trust;
- Continuing attention should be paid to the culture of partnership working.

Introduction

Haringey Council commissioned Shared Intelligence to carry out a review of its partnership arrangements. This report sets out the review findings and recommendations for future partnership working in Haringey.

Approach and methodology

The starting point for the review was exploring:

- Which people and organisations the key local leaders in Haringey need to work with in order to fulfil their respective roles effectively;
- What inter-agency collaboration is necessary to deliver Haringey's strategic priorities;
- What partnership infrastructure is needed to support that dialogue and collaboration.

In pursuing this approach the following was undertaken:

- key senior officials in partner organisations were interviewed plus Chairs of the executive boards and the Leader and Chief Executive of the Council;
- Observed meetings of the Shadow Health and Well-being Board and the Safer Communities Executive Board;

- Held facilitated discussions with the HSP Executive and Standing Conference.

Findings

There are widely shared views that:

- Dialogue and collaboration between the key agencies in Haringey is more important than ever, particularly in light of the budget reductions;
- Formal infrastructure is needed to support this dialogue and collaboration;
- A “core group” that needs to be engaged should comprise of the Council, the Police, the health service, Jobcentre Plus. Other partners would be asked to attend the core group as and when required;
- The current partnership arrangements are no longer fit for purpose. There are too many boards and sub-groups. Too many meetings rubber stamping decisions taken elsewhere. Concerns that most business is done outside formal partnership settings.
- Whilst the current structure provides a framework for informal contact, it has not created a culture in which there is sufficient communication and data-sharing.
- Senior officers from some partner organisations question the leadership role of politicians in some partnership groups.
- The voluntary and community sector has an important contribution to make and should be a key partner, but that we need to review how they are represented.
- Developing tighter links with the Area Committees and Area Forums is important.
- There is an absence of an effective business voice in Haringey.

Policy context

A number of government policies need to be taken into account in considering the future of partnership in Haringey. The most significant is the proposed establishment of Health and Wellbeing Boards. Haringey has already established a shadow board.

The Government has also indicated that it intends to legislate to put the safeguarding of vulnerable adults on the same footing as Local Children’s Safeguarding Boards. It also intends to remove the requirement on councils to establish Crime and Disorder Reduction Partnerships.

Principles for a new approach to partnership working

It is recommended that a number of principles should underpin the new approach to partnership working in Haringey. The principles have been shaped in the light of the findings set out above.

The principles are that:

1. Partnership working becomes “the way we do things round here” with the minimum infrastructure necessary to marshal the resources of partner agencies.
2. Partnership working becomes an integral part of “mainstream” activity and:
 - a. Enables Cabinet members to provide a political steer and formal authorisation;

- b. A core group of partners to agree a strategic direction and to commission (and de-commission) partnership activity;
 - c. Use task and finish groups and ad hoc workshops wherever possible, with a minimum number of standing boards;
3. Arrangements are put in place to secure wider involvement in setting and reviewing the priorities for Haringey and, where relevant and appropriate, in partnership working.
 4. Robust governance arrangements are put in place for effective joint working in relation to vulnerable adults and children's safeguarding, crime and disorder and emergency planning.

Recommendations

1. The core partners should meet with Haringey Council's Cabinet and Corporate Management Team every six weeks to constitute the core partnership group

This meeting will provide an opportunity for a collective discussion of the key issues facing Haringey involving Haringey's political and managerial leadership and the core partners. It enables a collective political steer to be given and provides a forum for key partners to contribute to the development and implementation of priorities for the borough.

This proposal builds on the current role of CAB meetings in Haringey which bring together the council's political and managerial leadership. It is important however these are not treated simply as "extended CAB" meetings, but develop a role and way of working of their own.

This group will provide the strategic direction for and receive updates from any standing partnership bodies such as the Health and Well-being Board and would commission task and finish group to pursue agreed priority areas.

The organisations which will be represented at these meetings are: health, police, and Job Centre Plus. Other partners will be invited as required. This Group should take place every six weeks, bi-monthly at the least. Care must be taken with planning the agendas of these meetings to ensure a partnership focus.

2. Cabinet portfolio holders should have lead responsibility for political liaison with key partners

This proposal builds on the contacts many Cabinet members already have with key individuals in partner organisations and the value they place on their regular one-to-ones with senior officers. An explicit partnership role would complement Cabinet members' existing responsibilities. For example, lead partner officials being invited when appropriate to the member's 1-to-1 meetings with their lead officer(s). Other cabinet members would be encouraged to use the lead members as the initial conduit through which issues can be raised with partners.

3. Initially the only standing partnership bodies should be the shadow Health and Wellbeing Board and a reconstituted Community Safety Board

The shadow Health & Wellbeing Board and Community Safety Board should be in place at the outset. This will allow the following:

- The Wider Leadership Group would be able to consider on their merits any proposals to establish additional standing partnerships. This will only be where an adhoc group is not appropriate.
- More experience to be gained with the operation of the shadow Health and Wellbeing Board.

The importance of crime and community safety issues in Haringey warrant the retention of a reconstituted Community Safety Partnership. This group will have a significant operational role and we therefore recommend that the Cabinet member with this portfolio holder should be a member of the board, but in a constructive challenge role rather than as chair. It may be appropriate for this group to provide the governance arrangements for the MASH project.

4. The council should build on its recently approved voluntary sector strategy and adopt a commissioning approach to the funding of voluntary sector infrastructure support in Haringey

The presence of an effective voice for the voluntary and community sector in the proposed new arrangements is extremely important. The majority of people spoken to are not confident that the current arrangements are capable of securing that input. As with other areas, Haringey is implementing a commissioning approach to its relationship with the sector and we recommend that it should adopt a similar approach to the funding of voluntary sector infrastructure.

5. A number of steps should be taken to secure a more inclusive contribution to partnership working in the borough

Haringey Council's recent governance review recommended that 3 of the 5 council meetings each year should take the form of "Haringey Debates". These could be used as the main vehicle for securing a wider contribution to partnership working. For example:

- One of those meetings could take the form of an annual "state of the borough" debate to review and refresh the priorities for the borough as a whole;
- The other two meetings could be used to focus on the review or development of particular strategies, such as the Greenest Borough strategy.

The Area Committees could also play a useful role in securing a wider and bottom-up input to partnership working.

Area Committees may identify issues involving partner organisations which cannot be resolved at a local level. It is envisaged that the relevant Area Committee chair would raise the topic in the Overview and Scrutiny Committee (which is now comprised of all the Area Committee chairs) with a view to the topic being:

- Referred to the relevant portfolio holder;
- Forming the topic for a scrutiny review; or
- Being referred to the Wider Leadership Group.

6. The network of partnerships that currently sits “below” the Executive Boards should be reviewed, in a way which balances the need for a slimmer structure with the importance of collaboration and joint working

It is understood that the Shadow Health Board Executive sees as one of its tasks undertaking a review of the large number of health-related partnerships. This would be beneficial and lessons learnt from this will inform a wider review of working partnership structures across the borough. This review should be completed by the end of December 2011.

7. The Shadow Health and Wellbeing Board should develop proposals for its role in relation to safeguarding and discharging the other functions of the current Children’s Trust.

This recommendation reflects:

- The lack of clarity nationally about the relationship between Health and Wellbeing Boards and Local Safeguarding Children Boards;
- The likelihood that councils will be required to establish Local Safeguarding Adults Boards;
- The need to review to what extent and how the shadow board should take on functions currently discharged by the Children’s Trust.

8. Attention should be paid to the culture of partnership working in Haringey.

The effectiveness of partnership working hinges far more on culture and ways of working than structures. This is particularly so in a borough such as Haringey. The recommendations in this review are intended to create the conditions in which a culture of partnership working develops further.

It is recommended that there is a review after 3 and 6 months of implementation of the new way of working.

Appendix 1

Haringey Strategic Partnership Position Statement August 2011

Partnership working is essential to make sure that we achieve the best possible outcomes for everyone who lives or works in Haringey. Given the challenges brought about by the current economic climate and the introduction of government policies that will change how local services are delivered, it is timely that the partnership arrangements are reviewed so that they reflect these new ways of working. The recent disturbances have made a review of partnership working even more crucial.

Haringey Council commissioned a wide ranging independent review which has now concluded and makes the following headline recommendations:

1. There should be a core partnership group that meets every six weeks. This will provide Haringey's political and managerial leadership the forum to discuss the key issues facing Haringey to ensure a collaborative approach.
2. The only standing partnership bodies will be the shadow Health and Wellbeing Board and a reconstituted Community Safety Board.
3. Task and finish groups will be commissioned to undertake specific pieces of work to deliver partnership objectives.

The attached summary report details the recommendations.

It is intended that the autumn round of theme boards will meet to be briefed about the review, identify key pieces of work that will need to be completed by the task and finish group approach, and plan for the implementation of the review.

Given the reduced resources that affect all partner organisations, I believe this new approach gives us the opportunity to create the conditions in which partnership working becomes the norm, with the minimum infrastructure necessary that will allow partners to support the delivery of our shared priorities.

Cllr Claire Kober, Leader of Haringey Council
Chair of Haringey Strategic Partnership

This page is intentionally left blank