



Local Area Agreement

First Draft

September 2006

List of Contributing Partners

Haringey Council
Haringey Teaching Primary Care Trust
Job Centre Plus
Learning and Skills Council (London North)
Metropolitan Police
Middlesex University
College of North East London
Metropolitan Housing Trust (RSL)
The Bridge, New Deal for Communities (NDC)
Homes for Haringey (ALMO)
Haringey Peace Alliance
Race Equality Joint Consultative Committee
Haringey Community Empowerment Network
Haringey Association of Voluntary and Community Organisations
Barnet, Enfield and Haringey Mental Health Trust

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Introduction

Cllr George Meehan – Chair of the Haringey Strategic Partnership

The Haringey Strategic Partnership (HSP) has worked hard to deliver better services through the partnership. Residents have seen improvements and they agree that things are getting better in the borough.

The challenge afforded to us, via the Local Area Agreement (LAA), is to continue to improve the borough and the delivery of public services and at the same time provide services which offer value for money across both the public and private sectors. The LAA also provides a useful framework through which the Council can deliver on its community leadership role across the public sector.

We are also currently renewing our Community Strategy and at the heart of this is the role that local people play in determining the long term ambitions for the borough. The HSP recognises that for the LAA to deliver improvements in Haringey, its residents and communities must have ownership of both the Community Strategy and the LAA and be a fundamental ingredient in their delivery.

The LAA not only represents partnership working at the local level but is also a partnership with Central Government. Therefore the success of all LAAs will also depend on how flexible Government Departments are in responding to requests from local areas. We sincerely hope that much has been learnt from Rounds 1 and 2 and that in Round 3 LAAs there will be greater flexibility to help ensure the success of our delivery plans.

Draft Proposed Overarching Focus

Haringey's new Sustainable Community Strategy

The current Community Strategy for Haringey reaches the end of its lifecycle in March 2007. It has set out the following priorities:

- Improve services
- Narrow the gap between the east and west of Haringey
- Create safer communities
- Improve the environment
- Raise achievement in education and create opportunities for lifelong success

The next Sustainable Community Strategy is under development and is currently being consulted upon with the local community. The HSP launched the process to develop the Sustainable Community Strategy at a conference

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held in May 2006. This conference came up with the following key issues for the HSP to address via its new Community Strategy:

- How can the HSP better address the key challenges facing Haringey?
- How do we best target deprivation/inequality – should we focus on areas, families, individuals or community groups?
- How can we increase confidence in Haringey – residents, agencies, business and encourage new investment?
- How do we increase social capital, the empowerment and engagement of local people and increase the value of and numbers volunteering?
- How do we make better use of intelligence and information to support and inform decisions?
- Investment in the borough – the HSP needs to understand and harness the potential of the private sector to improve Haringey the borough
- There is a need to address sustainability and the environmental agenda

All of these have been, and will continue to be, considered in the development and delivery of the LAA.

Following the conference the HSP began to consult residents, businesses and the community on its views for inclusion in the next Sustainable Community Strategy. Whilst this consultation continues through the autumn, the main public consultation campaign ended on 25 August 2006. Consultation so far reveals that a majority of respondents believe that the borough's cultural and ethnic diversity is one of the best things about living in Haringey. Other 'good things' are:

- The number and quality of our parks and open spaces
- The high standard of retailers and the opportunities for shopping
- The good transport links and proximity to central London Borough of Haringey The number and quality of cultural/arts events and the borough's heritage

There are also concerns that need to be addressed.

- A majority of respondents worries about crime
- Many respondents believe that though they recognise the improvements in the borough they want that improvement to continue – particularly around cleanliness and education.

Other major themes arising from this public consultation are:

- A desire for greater prosperity and economic vitality

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- A need to improve the life chances of young people
- A need to tackle wider environmental concerns such as air quality
- A desire to create greater opportunities for involvement in their community for people and to raise in people a sense of social responsibility
- The need for value for money public services

The Partnership will consider the results of this consultation, alongside other key drivers and imperatives, at a special meeting to be held in October 2006. This meeting will set the priorities and vision for the Sustainable Community Strategy 2007-2011.

From the consultation findings so far, coupled with the wider contextual evidence and other relevant intelligence at the disposal of the Partnership, it would appear that there will be no abrupt change in the direction of Haringey's next Community Strategy. The focus on crime and the environment, service improvement and educational attainment will continue. However, there will be changes in emphasis and fresh themes emerging to meet the new challenges we face. These will include the need to increase residents' engagement, raise levels of social capital, encourage social cohesion and deliver the conditions necessary to create greater prosperity, opportunity and economic vitality. All of these themes will be integral to the success of the LAA and the Sustainable Community Strategy will provide the high level direction and vision for this.

Overarching themes of the Local Area Agreement

There is recognition by the Partnership that many of the outcomes in the LAA are interdependent as are the causes of the inequalities being addressed. Based on this the Partnership has identified the following overarching themes into the Haringey LAA:

Economic Vibrancy and Prosperity

Deprivation, poverty, low skills and worklessness are key features for a large part of the borough. Tackling this was identified as a priority in the neighbourhood element of the Safer and Stronger Communities Fund by the Partnership. This theme is reflected in each of the four blocks of the LAA:

- Economic Development block – the SSCF neighbourhood element focus on tackling worklessness in three wards will be expanded to other deprived areas via the LAA and a number of stretch targets are being proposed for negotiation to increase the trajectory of these targets. Similarly the Local Enterprise Growth Initiative (LEGI) proposal will focus on increasing enterprise in these deprived areas.

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- Children and Young People block – is supporting this theme through its proposed stretch targets of increasing NVQ levels 2 and 3 for 19 year olds and focusing efforts on a reduction in the numbers of young people not in education, employment or training (NEET).
- Healthier Communities and Older People block – is supporting the proposal to stretch targets on the number of disabled people including those with mental health problems who gained sustainable employment.

Young People (14-24)

Young people being able to make a success of their lives has been a priority for the Partnership over the last four years and a major focus of the NRF. The 14-24 age group represents just over 10% of the population. A range of interventions are targeted at young people across the four blocks such as the priority to increase resident participation particularly through the volunteering initiative, NEET, and parenting intervention for young offenders. The LAA focus on this age group will bring coherence to these and provide added value and better outcomes for young people.

Targeted approach to areas and communities

Haringey is the 10th most deprived district in England as measured by both the average of ward ranks and the extent of deprivation. There is a clear east/west divide – 50% of Super Output Areas (SOAs) in Tottenham are amongst the 10% most deprived in the country compared to only 10% in the west. Concentrated effort in key SOAs/wards where appropriate can contribute greatly to improving outcomes across the borough. The LAA will seek to ensure that no one is disadvantaged by where they live or who they are and thereby promote community cohesion. The partners' commitment to neighbourhood working will enable services to respond to local needs and for residents to influence how services are delivered in their area. An example of this approach being explored in the LAA is that the Police are leading on a "People, Places, Prevention and Participation Project, with partners, to look at how targeted co-ordinated services working together in Northumberland Park by partners can add real value and make a real difference to resident's lives. The intention is to apply the lessons learnt in other wards. Supporting arguments for this are:

- There is already a requirement for the NRF to be pooled in each of the blocks of the LAA.
- The LAA will need to reflect how the gap is becoming narrowed for the 6 neighbourhood renewal outcomes.

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- Targeted intervention can accelerate the delivery of borough wide targets.
- Area/community targeted work is already being piloted through the Safer and Stronger Communities Fund Agreement for:
 - Environmental improvements – recycling, quality of parks and open spaces, cleanliness, resident satisfaction.
 - Worklessness – this work can be extended beyond the SSCF neighbourhood element to include other NRF wards – working with relevant area based programmes and other partners including RSLs.
 - For the Safer Communities crime element a priority will be to focus interventions in the most deprived SOAS to reduce crime, fear of crime and drug related targets.
 - There are health inequalities between areas and between communities which may benefit from focused area or community interventions (smoking cessation, exercise, direct payments, health action plans)

Increasing Community Participation

In more than one of the blocks of the LAA encouraging volunteering has been identified as a priority either as a means of employing social capital in the borough, or as a means by which young people or those on benefits can have an opportunity to gain experience and develop skills and access employment opportunities.

This is also being proposed as a stretch target which can be jointly delivered across the partnership as well as the voluntary and community sector.

The benefit of agreeing key themes and priorities is a golden thread which runs through the LAA providing a framework for focusing partnership effort on key priorities for the three years of the LAA.

Health

The Haringey PCT are drafting a paper for the LAA Partnership meeting to discuss which can then be included in this draft of the LAA.

Evidence

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Residents Survey

The top 6 concerns for residents in 2005/06 were crime, council tax, litter, quality of health services, traffic and standards of education. Crime and cleanliness have consistently featured in the top five concerns for residents over a number of years.

Neighbourhood Renewal Targets

Satisfactory progress is being made across the Neighbourhood Renewal Floor Targets but there is still much that can be done to perform over and above the minimum standards. Nevertheless encouraging increases in performance have been witnessed with regards to:

- Key Stage 2
- Key Stage 3
- Key Stage 4
- Enterprise (self-employment and VAT registered enterprises)
- Road casualties

There is some distance to travel with the following Floor Targets:

- Worklessness
- Decent Homes
- Liveability (litter and detritus)
- Teenage pregnancy

There are also a number of non-Floor Target indicators that reveal particular issues in the borough, including:

- The high number of Incapacity Benefit and Severe Disablement Allowance claimants
- The rising number of Job Seekers Allowance claimants
- Increasing affluence in the East of the borough juxtaposed with pockets of income poor households in the West.
- The high number of homeless households
- The polarised nature of Haringey (residents) skills base

Reward Element

The HSP tasked the five thematic partnerships to develop their relevant blocks of the LAA. As part of this task the thematic partnerships have identified a list of stretch targets. This list has been rationalised to fourteen through the relevance of the target to the priorities identified in the new sustainable Community Strategy as well as the evidence base and robustness

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of the data. In addition the partnership will be considering the value for money represented by each proposed stretch target.

Proposed Stretch Targets

The following table provides a long list of possible stretch targets which would attract a reward grant if we successfully meet the target. This list is to be reduced to fourteen targets of which two will be reserve targets. The proposal is that each block has about three stretch targets. It is proposed that there is an overall efficiency saving target across the LAA blocks.

Business cases are being developed for each target. Some of these targets may not be a complete target in themselves and may require sub-targets grouped under a them. The table below attempts to group the suggested targets into possible themes.

Note: in the outcomes framework and table those in red are the proposed stretch targets.

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	Blocks	Overarching Theme	Pump Priming	Lead Partner	No of Targets
Children and Young People					
1	Number of schools achieving a healthy school status possibly linked sexual health (Chlamydia)	14-24 year olds		Children's Service	3
2	% of 19 yr olds with level 2 and 3 qualifications possibly linked with NEETs	14- 24 year olds and Economic Prosperity/ targeted approach		Children's Service	
2 Safer and Stronger Communities					
1	Increase number of parenting interventions for YOS clients to 20% by 09/10	14-24 year old	Yes, req.	YOS/ Children's service	3 to 4 as overarching volunteering target is in this block – one for each of the elements – Crime/drugs, Cleaner Greener Safer, Neighbourhood working and Community Empowerment
2	Decrease in Robbery (personal) by 14.3%			Police	
3	Reduction of litter & detritus in super output areas- part of green sustainability target	Targeted approach		Env. Services	
4	Recycling participation within super output areas- part of green sustainability target	Targeted approach		Env. Services	
5	Increase in the number of green flag award parks and green space and public satisfaction- part of green sustainability target			Env. Services	
6	Number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the last year	Volunteering Economic Prosperity/ 14-24 year old/targeted		VCS	
6 Healthier Communities and Older People					
1	Smoking cessation: consider a split target stated in terms of (a) A smoke free Homes Campaign and (b) numbers of quitters in N17 (smoking cessation service data) plus possibly overall smoking prevalence (data from GP practices).	Maybe targeted approach		PCT	3

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	Blocks	Overarching Theme	Pump Priming	Lead Partner	No of Targets
2	Proportion of people aged 16 years in Haringey participating in at least 30 minutes of moderate intensity sport & active recreation on 3 or more days per week and increasing the uptake of physical activity in people aged 65+ through the uptake of Active Gold Memberships.	Maybe targeted approach		Social Services/Environ Services	
3	Increase the number of Health Action Plans (HAPs) distributed for vulnerable groups	Targeted approach	Yes	Social Services	
4	Reduce fuel poverty in households possibly linked with safer homes or green sustainability target. Fire Service target of home fire safety checks	Targeted		Environ Services/ Social Services/ Fire Service	
4	Economic Development				
1	Number of people from disadvantaged groups and NRF areas helped into sustained work	Economic Prosperity		Economic Regen	2/3
2	Number of disabled people helped into sustained work possibly linked with Job opportunities for disabled people particularly those with mental health problems.	Economic Prosperity/ Healthier Communities targeted		Economic Regen	
3	Reducing the proportion of young people aged 16 to 18 not in education, employment or training (NEET)- possibly linked with 19 yr olds with Level2/3 quals or volunteering	Economic Prosperity + 14 – 24 year old		Connexions	
4	Number of people in temporary accommodation helped into sustained work	Economic Prosperity	Yes	Economic Regen	
5	Number of people on incapacity benefit for more than 6 months				
5	Overarching finance				
1	To improve the overall cost effectiveness of partnership working through efficiency			All	1

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Blocks	Overarching Theme	Pump Priming	Lead Partner	No of Targets
savings?				
Total				12-14

Enabling Measures

The partnership is proposing to request a small number of enabling measures. Listed below are those freedoms and flexibilities which are being considered for negotiation with Government Departments and GOL.

Sub-regional/district approach to accessing DWP/JCP+ to tackle local problems of worklessness

DWP approaches, priorities and funding are generally set on a regional (pan-London) basis which does not take into account particular and specific local issues relating to worklessness.

Flexibility to agree local joint commissioning/pooling of resources would enable a more coherent, strategically consistent approach to tackling worklessness, greater and more practical partnership working, would overcome any duplication of provision, and would ensure economy of scale, greater value for money and greater impact.

We are requesting GOL broker this between Haringey and Department of Works and Pensions.

Flexibility around benefits when people enter employment

Losing their passport to vital benefits for new job entrants is a major barrier, particularly housing benefit. Losing such benefits often penalises people who take up or return to work. Some benefit claimants currently are able to claim benefit for 4 weeks after taking up employment, e.g. some New Deal claimants, but to extend this and other benefit support (including housing benefit) for all new job entrants to 13 weeks would remove a major barrier to work and would greatly increase the numbers able to take up and maintain sustained employment.

Not agreeing this measure would fail to address a major obstacle to work for many people in Haringey and a vital underlining factor in worklessness. We will consider discussing this enabling measure in two parts, general benefits and housing benefits, as the latter is administered by the local authority.

Flexibility around 16 hour rule for work placements and work trials

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In the SSCF programme we have recognised that the lack of experience, work discipline etc is a major barrier for many people wishing to take up work. Work is underway with major employers, including the local authority, to put in place an intervention that supports people who wish to gain experience and skills through work placements.

An obstacle to undertaking meaningful work placements is the restriction around the “16 hour rule” which triggers a loss of benefit for volunteers and those on work placements. Currently people can undertake 3-week “work trials” with the agreement of JCP+, this allows them to have a full-time placement and still be entitled to their full benefit.

As in the above enabling measure extending “work trials” for work placements to 13 weeks would remove a major barrier to work and would greatly increase the numbers able to take up and maintain sustained employment.

Again not agreeing this measure would fail to address a major obstacle to work for many people in Haringey and a vital underlining factor in worklessness.

Regional partnership for London NRF boroughs in the Olympic 2012 and Thames Gateway Planning framework

Haringey is part of a thriving capital city nevertheless alongside other London NRF boroughs some of our residents experience the worst levels of deprivation. As an area which falls outside the Olympic 2012 boroughs and the Thames Gateway we have little to say in planning how residents can benefit from these projects. Alongside the work of the ALG on this issue we are requesting that an appropriate national or regional body broker the integration of the NRF boroughs in London into the planning being undertaken by the Olympic Delivery Authority and the Thames Gateway Board.

We believe that as well as encouraging jobs and business opportunities within the borough the scale of worklessness necessitates a planned approach to how our residents can access both jobs and business opportunities afforded by these two major developments.

Consistency of indicators for measuring performance across the period

Home Office/police accounting rules often change which means that the benchmark for measuring performance also changes. We had a burglary LPSA target which failed to meet because of this and as a consequence we did not receive any reward grant for this particular target. This year we are proposing stretch targets on robbery and parenting interventions and we would like to be assured that any changes to data collection and measurement of these targets will have to be mutually agreed.

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Recycling money restrictions

Will be worked through for the HSP meetings

Capital/revenue restrictions on SSCF cleaner, safer greener funding

Will be worked through for the HSP meetings

Carry forward of YOS budget (Youth Justice Board)

Will be worked through for the HSP meetings
Linked to safer and stronger communities – crime element

Consideration given to efforts on increasing reporting versus reducing overall recorded crime

Will be worked through for the HSP meetings
Linked to safer and stronger communities – crime element.

Top slice of block pooled funding

Given that Haringey is not a single pot LAA, funding is ring-fenced for each of the LAA blocks. Top slicing funding from each of the blocks or pump priming funding will be used to develop a partnership wide approach to data collection, information and performance management. This will be used to achieve cross-sector savings, greater efficiency and effective partnership working in Haringey.

This enabling measure will also provide funding to put in place a wide reaching performance management framework. This will include a robust system for sharing data particularly at borough/ward level. Some of these funds will be invested in a Haringey GIS system. Partners have identified the importance of accurate and comprehensive data to support the work of the partnership.

Draft Statement of Community Involvement

For this first iteration of the Local Area Agreement the community involvement statement has two strands:

Direct involvement in the design and development of the Agreement.

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The community and voluntary sector organisations have been directly involved through the participation of the umbrella organisations HAVCO and HARCEN as well as the Peace Alliance (representing the faith organisations) in the LAA Working Group.

Indirect community involvement

Alongside the development of the LAA the partnership has been consulting and involving the community in the renewal of the Haringey Strategic Partnership Community Strategy, this lies at the heart of the Sustainable Community Strategy. The HSP Board will develop the strategy based on the results of the wide ranging public consultation. The objectives and targets of the LAA will reflect the priorities emerging from the consultation. The LAA is viewed as providing an essential delivery mechanism for the Community Strategy.

It is recognised by the HSP that for the LAA to deliver in Haringey the residents and the communities must have ownership and be a fundamental ingredient of the delivery. This is the driving factor in the consultation.

The consultation process is extensive and has been developed in line with the following plan.

Consultation undertaken	Outcomes expected
HSP Partner consultation including HAVCO, HARCEN and Peace Alliance	Identifying partner themes and priorities
Public consultation throughout the summer at shopping centres, festivals, through the Haringey magazine, user forums, community groups, competitions, neighbourhood structures and through community and voluntary organisations	Identifying public concerns, aspirations and priorities
Consultation themes report	At the heart of the new community strategy reflecting the results of the consultation with the community
HSP Partners' conference	Development by the partners including CVS umbrella organisations of community strategy vision, priorities and delivery mechanisms through the LAA
Area Assemblies, web site, theme boards	Public consultation on the draft community strategy and LAA – We think you said this – here is our plan to address that
Opportunity for further comment and the platform for the next public and	Borough wide dissemination of the community strategy and LAA in

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community consultation	summary and full format
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Alongside this the HSP and the five thematic partnerships also have excellent representation from the Voluntary and Community Sectors. The thematic partnerships are responsible for developing the relevant thematic blocks.

The community and voluntary sector play a major part in formulating the delivery mechanisms of the strategy which will be the basis of the LAA through briefings and their status as HSP board members.

Future development of more extensive statement of community involvement

It is intended to develop a more extensive statement of community involvement for the council in the next 12 months. The plan for this is still being formulated however it will be predicated on consulting the residents, business people and communities in the borough on the most effective and robust way of engaging with them. This will include using the new neighbourhood management structures to engage wider sections of the community and the Community and Voluntary structures to make sure we talk directly to the hard to reach groups in Haringey. We will also involve the service user forums of Haringey Council to approach groups including people with disabilities, people with learning difficulties, BME and faith groups. This future development will enable continuing community involvement in the Local Area Agreement.

Governance

The Haringey Strategic Partnership Board has been responsible for providing an overview of the Local Area Agreement process and will continue to oversee and own the LAA.

The HSP currently meets quarterly so a sub-set of board members, the LAA Partnership Group, meet monthly to provide the process with consistent direction from the Partnership.

The HSP is also supported by the five thematic partnership boards which focus on planning activity around and monitoring the achievement of LAA outcomes. As set out in the HSP's governance handbook, the thematic partnerships take direction from and are responsible to the HSP board.

Haringey Council will be the accountable body and is providing project management – co-ordinating partner's involvement during the development and negotiation of the agreement and as it moves towards implementation.