
INTEGRATED HOUSING BOARD

THURSDAY 26TH JUNE, 2008 AT 18.30HRS –CIVIC CENTRE, HIGH ROAD, WOOD GREEN, LONDON, N22.

MEMBERS: See membership list attached below.

AGENDA

1. APOLOGIES AND SUBSTITUTIONS

To receive any apologies for absence.

2. MINUTES (PAGES 1 - 8)

To confirm the minutes of the meeting held on 17 March 2008 as a correct record.

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 decision required with respect to these items.

4. URGENT BUSINESS

The Chair will consider the admission of any items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be considered under agenda Item 11 below).

5. ELECTION OF CHAIR

To elect a Chair for the new Municipal Year 2008/09.

6. APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair for the new Municipal Year 2008/09.

7. APPOINTMENT OF A REPRESENTATIVE TO THE HARINGEY STRATEGIC PARTNERSHIP

To appoint a representative to the Haringey Strategic Partnership for 2008/09.

8. COMMUNITY LINK FORUM PRESENTATION (PAGES 9 - 44)

9. MEMBERSHIP AND TERMS OF REFERENCE: 2008/09 (PAGES 45 - 50)

To confirm the Boards Membership and Terms of Reference for 2008/09.

(The recently elected Community Link Forum representatives will be formally added to the Boards Membership).

10. HOMELESSNESS STRATEGY (PAGES 51 - 56)

11. NEW ITEMS OF URGENT BUSINESS

To consider any new items of Urgent Business admitted under Item 4.

12. ANY OTHER BUSINESS

To discuss any items of AOB.

13. DATES OF FUTURE MEETINGS

To note the dates for meetings during 2008/09 that have now been formally confirmed by Council:

- 15 October 2008
- 10 December 2008
- 23 March 2009

Integrated Housing Board Membership List

SECTOR GROUP	AGENCY	NO. OF REPS	NAME OF REPRESENTATIVE
Local Authority	Haringey Council	6	Councillor John Bevan (Cabinet Member for Housing) Niall Bolger (Director Urban Environment) Phil Harris (Assistant Director Strategic and Community Housing) Lisa Redfern (Assistant Director Adult Services) Matthew Pelling (Commissioning Manager Supporting People)
Health	Haringey Teaching Primary Care Trust	1	Eugenia Cronin (Director of Public Health)
	Mental Health Trust	1	Lee Bojtor (Chief Executive)
Voluntary and Community Sector	Community Link Forum	3	Sue Brown Ibilola Campbell Louis Antill Lewis
	HAVCO	1	Gloria Saffrey
Other agencies	Family Mosaic	1	Jo Murphy (Group Director)
	Metropolitan Housing Trust	1	Neil Mawson (North Thames Regional Director)
	Circle Anglia	1	Robert Black (Chief Executive)
	Innesfree	1	Claire Winstanley (Chief Executive)
	St Mungo's	1	David Devoy (Regional Director North & East)
	Homes for Haringey	1	Rowan Limond (Executive Director of Finance)
	Total	18	

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MINUTES OF THE INTEGRATED HOUSING BOARD MEETING HELD ON 17 MARCH 2008

Present: Councillor Isidoros Diakides (Chair), Robert Black, Lee Bojtor, Phil Harris, Rowan Limond, Matthew Pelling, Lisa Redfern.

In Attendance: Xanthe Barker, Kate Dalzell, Nigel Long, Ciara Whelehan.

LC37. WELCOME AND INTRODUCTIONS

The Chair welcomed those present to the meeting and introductions were made.

LC38. APOLOGIES

It was noted that apologies had been received from the following people:

Niall Bolger -Jo David substituted
Neil Mawson
Jo Murphy
Claire Winstanley

LC39. MINUTES**RESOLVED:**

That, subject to the amendment of a figure in relation to ABG being altered to £20M, rather than £500K as stated, the minutes of the meeting held on 28 January 2008, be confirmed as a correct record of the meeting.

LC40. ITEMS OF URGENT BUSINESS

No urgent items of business were raised.

LC41. DECLARATIONS OF INTEREST

No declarations of interest were made.

LC42. GREENEST BOROUGH STRATEGY

The Board received a presentation on the Greenest Borough Strategy.

The Board was advised of the national and regional context within which the Strategy had been formed. It was noted that the Strategy would address Government targets in relation to the reduction of emissions and the targets within the Mayor's London Plan and supporting strategies.

In addition to the broader national and regional targets, the Strategy was also informed by the local context, including the Sustainable Community Strategy, the

Haringey Council Plan and the Strategic Framework for Improving Adults' Well-Being 2007/10.

In terms of linkage to the Integrated Housing Board it was noted that the following issues were addressed within the Strategy:

- Reducing CO2 emissions
- Improving energy efficiency
- Improving external public spaces –green spaces and the built environment
- Targeting landlords

It was noted that an extensive consultation programme had been undertaken and that this had included residents, Partners and Members and Council staff. The feedback received as part of this process had been taken on board and was now reflected in the Strategy.

The Council's Cabinet would consider the Strategy in April 2008 and it would be submitted to Council in July 2008.

The Chair noted that Fuel Poverty was a key issue for the Board and ensuring that new heating systems installed in Council properties were energy efficient was important. He requested that a report be brought to the Board in relation to this setting out how the Council, Partners and residents should go about tackling this.

The Board was advised that the Decent Homes standard required that certain measures were applied to all new builds. Councillor Diakides requested that a report be submitted to the Board's next meeting, pulling together all of the information available in relation to the reduction of emissions from domestic dwellings.

There was agreement that it would be useful if a set of standards, to be used when discussing new projects with Partners, could be drafted. This should also include details of builders, appliances and materials that were recommended in terms of energy efficiency. This could then be used to measure bids against. It was agreed that this could be combined with the report on the new Code for Sustainable Homes.

It was noted that at present the Council's Corporate Procurement Team were putting together guidelines on 'green purchasing'.

RESOLVED:

- i. That the presentation be noted.
- ii. That a report be submitted to the Board setting out how the Council, Partners and residents should address the need to ensure new heating systems were energy efficient.
- iii. That a report on the new Code for Sustainable Homes should include details in relation to the creation of a new set of standards in relation to energy efficiency for use by the Council and Partners.

LC43. THE LINK BETWEEN HOUSING AND PLANNING: THE LOCAL DEVELOPMENT FRAMEWORK AND CORE STRATEGY

The Board was provided with a verbal report on the link between Housing and Planning and the new Core Strategy.

The Board was advised that the Core Strategy formed part of the Council's Local Development Framework (LDF) which was being compiled at present and would replace the existing Unitary Development Plan (UDP). The Core Strategy was a key document in terms of housing; as the main spatial planning document for the Borough, it would set out where new developments would take place and contain planning guidance on new housing, acceptable densities and a range of other issues.

It was noted that a joint Member/Officer Working Group had been established to consider the Supplementary Planning Guidance (SPG) that should be contained within the Core Strategy and Housing Officers would input into this. The Chair requested that any proposals in relation to SPG be passed onto Partners as soon as possible.

The Board was advised that the Core Strategy would bring together existing and new SPG in relation to housing. It was envisaged that this would provide a more consistent approach and allow less room for interpretation.

Concern was raised that a protocol was required to ensure that planning applications, made by either the Council or its Partners, were discussed with planning officers to ensure that technical issues, which may result in the application being refused, were discussed before the application was determined. It was noted that there had been occasions where planning applications made by the Council itself and Partners had been refused due to technical issues that could have been resolved before the application was considered.

The Chair underlined the need to ensure that Partners were included in relation to new policies and consultation exercises taking place. In this instance it was particularly important that there was discussion with Registered Social Landlords (RSL's) regarding applications that were made and supported by the Council.

There was a general consensus that it would be useful if Partners were to meet outside the meeting and discuss in more detail a case study of an application made by an RSL where problems had been experienced. This meeting could be used as a forum to look at the establishment of a protocol for discussing planning applications by the Council's Partners.

The Chair requested that this meeting take place prior to the Board's next meeting and that a report submitted to the Board, setting out the outcome of the discussions at the meeting.

RESOLVED:

- i. That the verbal report be noted.
- ii. That a meeting should be held, prior to the Boards next meeting, to discuss in more detail a case study of an application made by an RSL where problems had been experienced.

- iii. That a report, setting out the outcome of those discussions, be submitted to the Board at its next meeting.

LC44. UPDATE ON THIRTY-FIVE LOCAL AREA AGREEMENT TARGETS

The Board received a report setting out the progress that had been made towards agreeing the thirty-five National Indicators to be included within the new Local Area Agreement (LAA).

The Board was advised that a second meeting had taken place between the HSP Performance Management Group (PMG) and GOL on 25 January where GOL had confirmed that the HSP was on track to meet the June deadline for selection of the targets. However, GOL had proposed a number of amendments at that meeting and these were now being considered by each of the Thematic Boards.

It was noted that several Local Indicators were also included within the new LAA. Although there was not a statutory obligation to report on Local Indicators they would be monitored and form an important role in the LAA.

There was a general consensus that the LAA Workshop held during the previous week had provided a useful forum to discuss a variety of issues attached to the LAA and how, in practical terms, Partners could work together to deliver the targets contained within the new LAA.

The Chair underlined the need to ensure that targets were measurable and deliverable and requested that a report be brought to the Board's next meeting setting out how the Board intended to deliver on its targets. He noted that the report should also set out the responsibilities of specific Partners in meeting the targets.

RESOLVED:

- i. That the verbal report be noted.
- ii. That a report be submitted to the Board's next meeting setting out how the Board intended to deliver on its targets and the responsibilities of each of the Partner organisations in meeting the targets.

LC45. INTEGRATED HOUSING BOARD: AREA BASED GRANT ALLOCATION 2008/09

The Board received a verbal report on the Area Based Grant (ABG) allocation for the Board for 2008/09.

It was noted that the new ABG drew together a range of existing separate funding streams with the intention of providing more flexibility and a more joined up approach to funding. In order to ensure that the projects funded by the ABG were effective and linked to the targets within the LAA, a new Performance Management Framework was being introduced. This would provide a consistent means of monitoring all the projects funded by the Partnership.

It was noted that 2008/09 would be a year of transition, when each of the projects would be reviewed, using the new Performance Management Framework, after the first six months.

Concern was raised that money previously available to fund housing-related support (essential to the achievement of the planned reduction in the number of homeless households in temporary accommodation) under the Supporting People programme may be diverted to fund other services when the SP programme is no longer ring-fenced. It was agreed that a strong Business Case should be developed for continuing these services.

The Chair noted that the ABG would provide a positive opportunity to review how services were delivered and whether improvements could be made.

It was noted that discussion at the recent LAA workshop had demonstrated the effectiveness of Partnership working. At the workshop there had been a good level of engagement and this approach could be built upon to identify how the new funding should be allocated to provide the best possible outcomes for service users.

RESOLVED:

That the verbal report be noted.

LC46. INTER-TENURE CONSULTATION GROUP

The Board considered a report setting out proposals for the creation of an inter-tenure consultation group.

It was noted that the group would assist the IHB tackle over-arching housing challenges by providing an opportunity for a broad range of Borough based groups, with an interest and awareness of the housing issues facing Haringey, to consider proposals and initiatives under the Board's responsibility.

It was proposed that the Board should consist of tenants and residents associations, Housing Associations and RSL's. The group would also include private landlords and representatives from ethnic minority groups.

The Chair noted that representatives from tenants associations were already attending several existing forums. In contrast, there was no provision with the proposed structure for representatives from private tenants forums or people living in temporary accommodation. It was noted that the Audit Commission was likely to pick up on this.

The Board was advised that it may be preferable to hold the meetings on an annual basis as this would be more manageable and prevent possible overlaps. At present a data base of people, who would received regular information and be asked for their comments, was being compiled. This would also help improve the service and better address the needs of tenants.

The Board considered, but rejected, the idea of using Area Assemblies as a forum to consult with the public.

There was a general consensus that, rather than forming a group that met on a quarterly or twice yearly basis, an annual conference should be held.

RESOLVED:

That an annual conference should be held to look at Inter-Tenure issues.

LC47. THE MAYOR OF LONDON'S DRAFT HOUSING STRATEGY

The Board received a verbal update on the Mayor of London's Draft Housing Strategy.

It was noted that the consultation process had finished and that the Strategy was currently being rewritten to reflect this. The Strategy would be published in May and the Board would be required to make a formal response to this.

The Chair requested that, before the Board was asked to respond to the Strategy, Homes for Haringey, the RSL's and the Cabinet Advisory Board should be asked for their comments.

RESOLVED:

- i. That the verbal report be noted.
- ii. That before the Board was asked to respond to the Strategy, Homes for Haringey, the RSL's and the Cabinet Advisory Board should be asked for their comments.

LC48. DRAFT ONE OF THE HOMELESSNESS STRATEGY

The Board received a verbal update in relation to the Draft Homelessness Strategy.

It was noted that the draft strategy was not in a fit state to circulate for comment, as it contained a series of omissions. A position statement and revised timetable was being produced, and this would form the basis of future work.

It was noted that the Draft Homelessness Strategy would be published in June 2008 and that the Final Strategy would be approved in July 2008. .

The Chair noted that it was important that Partners had a clear sense of ownership towards the Strategy in order for it to be successful. As health was central to the Strategy it was important that Partners in this area were fully consulted during the drafting of the document.

RESOLVED:

That the verbal update be noted.

LC49. HOUSING STRATEGY: PROGRESS REPORT

The Board received a verbal update on progress in relation to the Housing Strategy.

It was noted that a Steering Group was being established, which would include representatives from the RSL's, HAVCO and other Partners. The Steering Group would oversee the formation of the Strategy and help create a sense of ownership amongst Partners. It was hoped that colleagues from the Regeneration Team and homelessness agencies would also sit on the Group.

There would be an Action Plan included within the Strategy setting out the responsibilities of all the agencies involved in its delivery.

The Board was advised that the first draft of the Strategy would be published in July.

RESOLVED:

That the verbal update provided be noted.

LC50. FUEL POVERTY

The Board received a report setting out how Fuel Poverty was being tackled by the Council and the Partnership.

The Board was advised that Fuel Poverty was a cross-cutting issue that required the involvement and co-operation of all Partners if it were to be addressed effectively. It was noted that funding from the ABG had been allocated to tackling Fuel Poverty and that this was a priority within the new LAA.

The Chair noted that a key priority was to ensure that people were aware of the grants and other financial assistance that they were able to access. He noted that there had been some success in this area following the allocation of dedicated resources.

The Board was advised that at present there was not a multi agency strategy in place to address Fuel Poverty and that this may need to be considered in the future and developed by the Board. The Chair requested that the Board should receive a report setting out the options in relation to forming a multi agency strategy.

RESOLVED:

- i. That the report be noted.
- ii. That the Board should receive a report setting out the options in relation to forming a multi agency strategy.

LC51. DRAFT FORWARD WORK PROGRAMME

The Board received a report setting out a draft Work Programme for the remainder of the year.

The Board was advised that the Programme should have referred to the June meeting, rather than the July meeting, as stated in the report.

There was agreement that there should be a report added to agenda for the next meeting, setting out the Action Plans attached to each of the Performance Indicators, which were within the Board's responsibility. The Chair requested that these should set out clearly the responsibilities of each of the Partners in terms of delivery. It was noted that there may need to be one meeting dedicated to this topic.

The Chair suggested that future agendas should be divided into reports for consideration and information reports. There was agreement that this was sensible.

RESOLVED:

- i. That the report be noted.
- ii. That a report be added to agenda for the next meeting, setting out the Action Plans attached to each of the Performance Indicators within the Board's responsibility.

LC52. ANY OTHER BUSINESS

No items of AOB were raised.

LC53. NEW ITEMS OF URGENT BUSINESS

No new items of Urgent Business were raised.

LC54. DATES OF FUTURE MEETINGS

The following provisional dates were noted:

19 June 2008 at 6pm
16 October 2008 at 6pm

Cllr Isidoros Diakides

Chair



Community Engagement Systems for Haringey Strategic Partnership

Haringey Community Link Agreement

Background

The current provider of community engagement systems in the Haringey Strategic Partnership (HSP) has been derecognised as of 22nd March 2007, following a performance review. This situation leaves the HSP with a vacuum in ensuring effective community engagement in the partnership and its themed boards. Therefore the London Borough of Haringey have commissioned a community development advisor to work with the Council, HSP and HAVCO to develop new proposals and model for engagement that can be introduced within the financial year 2007/8.

The first draft of the proposal for new community engagement systems in the HSP was published in May 2007. Following its publication and presentation to the HSP it has been subjected to a period of consultation and scrutiny by the voluntary and community sector in the borough.

The wider engagement, consultation and scrutiny process has taken three forms. Firstly, a Reference Group of existing voluntary and community sector representatives was established to feed into the revision of the proposal and take it to the wider sector for engagement.

Secondly, a questionnaire was developed and released with the proposal to Haringey's voluntary and community sector. In total over 800 organisations received the proposal and questionnaire and 36 were completed and returned in response to the invitation to comment, along with 35 evaluation forms with further comments made by those attending the stakeholder meetings on 12th July 2007.

Two stakeholder meetings were held on 12th July to engage those organisations who preferred to discuss and explore the proposal in person. Attendance at these meetings was good and engaged a wide range of organisations both voluntary and community from many different backgrounds.

Overall the results of the consultation and engagement process highlighted widespread support for new systems of engagement in the HSP as long as they lead to real influence and change. There were however some real issues outlined in the original proposal which some parts of the voluntary and community sector found

difficult to agree with. Despite the consultation process some of these issues have not been resolved and therefore this revised proposal has been amended to address areas of concern where this was possible without undermining the integrity of the model outlined in the first proposal. The key areas are: -

- Definition of constituted body allowed to be in membership of Haringey Community Link Forum (Page 9)
- Co-option to HSP and its sub-structures (Page 3)
- Revision of compulsory training and induction programme (Page 6)

The funding that was available through Government Office for London to establish and manage Community Empowerment Networks no longer exists. Therefore the priority for Haringey is to ensure we secure effective systems that offer the partnership effective engagement, accountability and real influence. Sustainability and appropriate resourcing were also critical factors important to the voluntary and community sector that came through very clearly from the consultation process.

This document outlines new engagement systems proposed by HAVCO following engagement led by the Reference Group with the wider voluntary and community sector and supported by the Council and the wider Partnership.

Interim Arrangements

The HSP still has approximately 11 representatives from the community sector and 14 from the voluntary sector remaining on its Main Board and Themed Partnership Boards. In some cases Themed Partnership Board Chairs have taken action to fill voids during this interim period.

Main HSP Board	Community Sector	- Youth Council (2)
Equality REJCC (1)	Voluntary Sector	- HAVCO (3), Peace Alliance (1), Race Joint Consultative Committee –
Well Being Board	Community Sector	- Federation of Residents Association (1)
	Voluntary Sector	- HAVCO (2)
Safer Communities Board	Community Sector	– Haringey Community and Police Consultative Group -
HCPCG (1)	Voluntary Sector	- Peace Alliance (1), HAVCO (1)
Children & Young Peoples Board	Community Sector	- Youth Council (2)
	Voluntary Sector	- HAVCO (2)
Better Places Board	Community Sector	- Federation of Residents Association (2) Friends of Parks (2) Mobility Forum (1)

Enterprise Board

Community Sector - No representation
Voluntary Sector - Selby Trust (1) HAVCO (1)
Collage Arts (1)

Integrated Housing

Community Sector - Haringey Leaseholders'
Association (1) Voluntary Sector - SHADE (1) Hornsey
YMCA (1)
Afrikcare (1)

It is proposed that these places remain as an interim arrangement until new systems are adopted and fully operational. This would ensure consistency, stability and remove the requirement to develop systems of securing further representatives for a 6-9 month period which would be resource intensive. The new proposals will ensure consistency across the whole partnership structure and a higher level of accountability and support for *all* representatives.

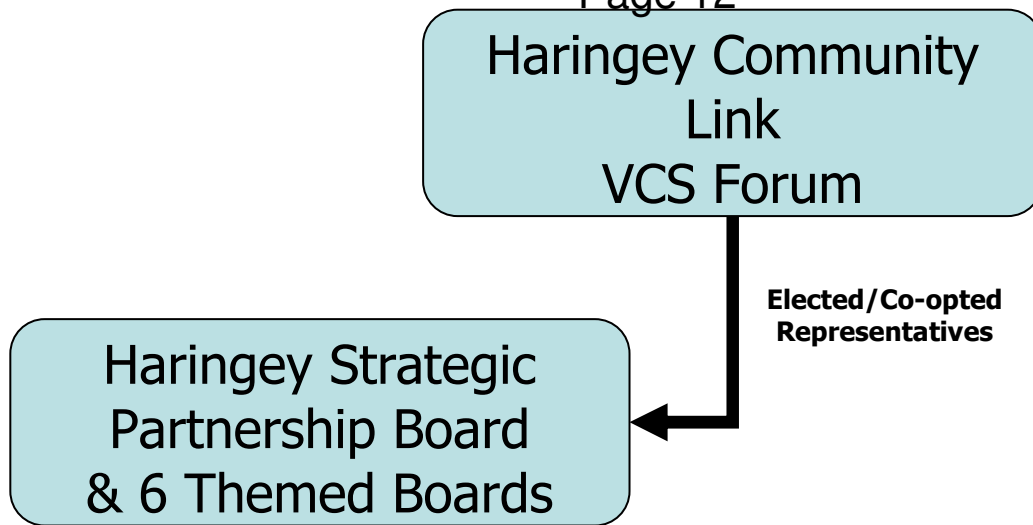
Proposed New Model for Community Engagement

It is proposed that all voluntary and community sector representatives on the Main HSP Board and its Themed Partnership Board structures are elected through a new forum called Haringey Community Link Forum. This would become the 'forum of forums' for the voluntary and community sector.

The introduction of the new system for securing voluntary and community sector representatives would replace *all* existing mechanisms (some of which vary by themed boards), ensuring consistency and accountability. This will mean that existing voluntary and community sector representatives will lose their current places at the end of the interim arrangement period. If they wish to retain their places they will have to stand for election.

The new systems will add value to the partnership and all sectors involved. It is a real opportunity to improve effective representation, as the voluntary and community sector want to build upon the Beacon Status achieved by the London Borough of Haringey for Area Assemblies. It could also offer real value for money if utilised for securing voluntary and community sector representation on other structures outside of the HSP, such as PCT partnership boards, LSC project/partnership boards etc. This is an approach being adopted in several other London boroughs.

Haringey Community Link Forum should have the power to co-opt strategic, voluntary and community organisations with specialist skills or knowledge to the partnership boards, in addition to the elected voluntary and community representatives. The Community Link Forum will monitor the performance of such organisations, who will be expected to work with the Community Link Forum representatives and help build up the Forum.



The development of Haringey Community Link, a voluntary and community sector forum will see benefits for the partnership, the voluntary and community sector and other agencies operating in Haringey. It will ensure a formal gateway is developed to communicate with a wide range of organisations on policy and service issues, through regular structured meetings.

The development of the forum will see community engagement in the partnership moving towards a generic model of representatives being elected or co-opted onto the HSP and Themed Boards. This will mean they are representatives of Haringey Community Link and not specialist areas of interest or geography (such as disability, faith etc). There is a firm belief that this will reinvigorate voluntary and community sector representation, especially on delivery partnerships. With the resources allocated by the HSP to support new engagement systems, this model is achievable.

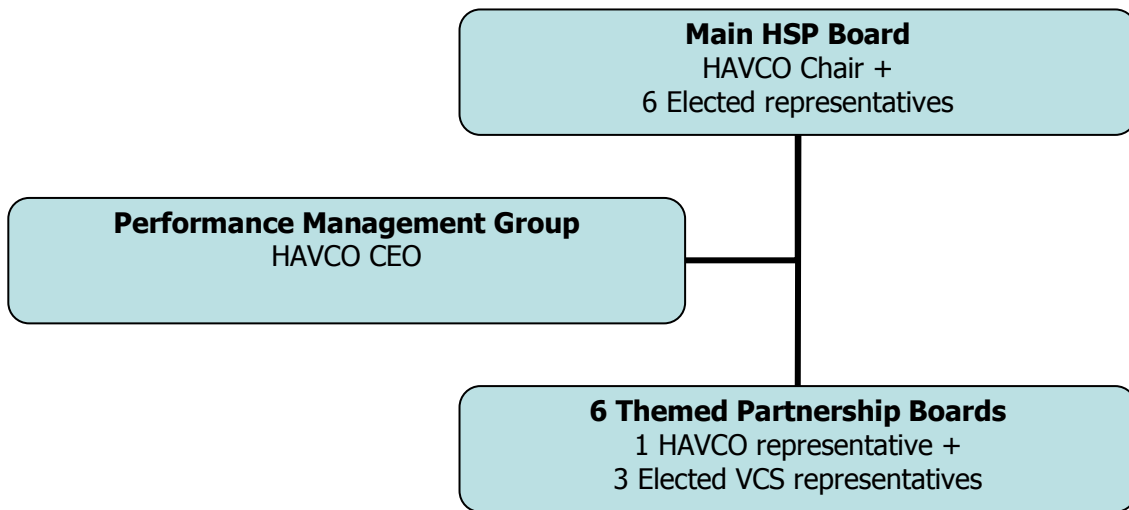
Building on experiences in other boroughs, despite not having specialist forums, people are only nominated to stand in areas of interest/specialism and therefore not having specialist structures does not affect the quality of representatives achieved or the knowledge they bring to the table. Importantly, it does, however, increase their accountability to the whole forum and wider community.

Where there are key policy areas the HSP is focusing on (such as Local Area Agreement, Children's Trusts etc) ad hoc themed forums may be convened to ensure representatives and the wider forum are briefed and informed. A successful example of this was where HAVCO organised a themed forum linked to the Well-Being Partnership in August 2006. This was to address the Local Area Agreement development. Through this forum the VCS were able to directly influence thinking in developing LAA targets and priorities. This approach should also lead to a greater level of understanding for representatives of Haringey Community Link and increase quality of contribution within the partnership as a whole.

Number of Places for Community and Voluntary Sector Representatives

It is proposed to standardise the number of places available for election across the Main Partnership Board and its Themed Partnership Boards, as at present the quality of representatives varies leading to inequality in possible routes to influence.

HAVCO are also proposing to have non elected positions on the Main HSP Board for the Chair, and new place for the CEO of HAVCO on the Performance Management Group and one position on each of the Themed Partnership Boards. These places would be in recognition of the organisation representing the interests of the voluntary and community sector, in the same way the Chamber of Commerce or Small Business Federation secure places onto the partnership. This would mirror arrangements operating across London and nationally.



This new model would see 24 elected places for voluntary and community sector representatives on the Main HSP Board and Themed Partnership Boards and 8 standing places for the HAVCO representatives looking after the interests of the voluntary and community sector.

Support for Elected Representatives

To ensure a full range of quality representatives are achieved through the new systems; support, training and development are going to be integral in the Community Link Model.

There will be three stages of support and training for representatives in Community Link.

(i) Briefing

Once the nominations for positions on the HSP and its Themed Boards have been opened, briefing sessions will be held around the Borough to ensure that

everyone considering standing is fully aware of what will be involved and expectations upon them.

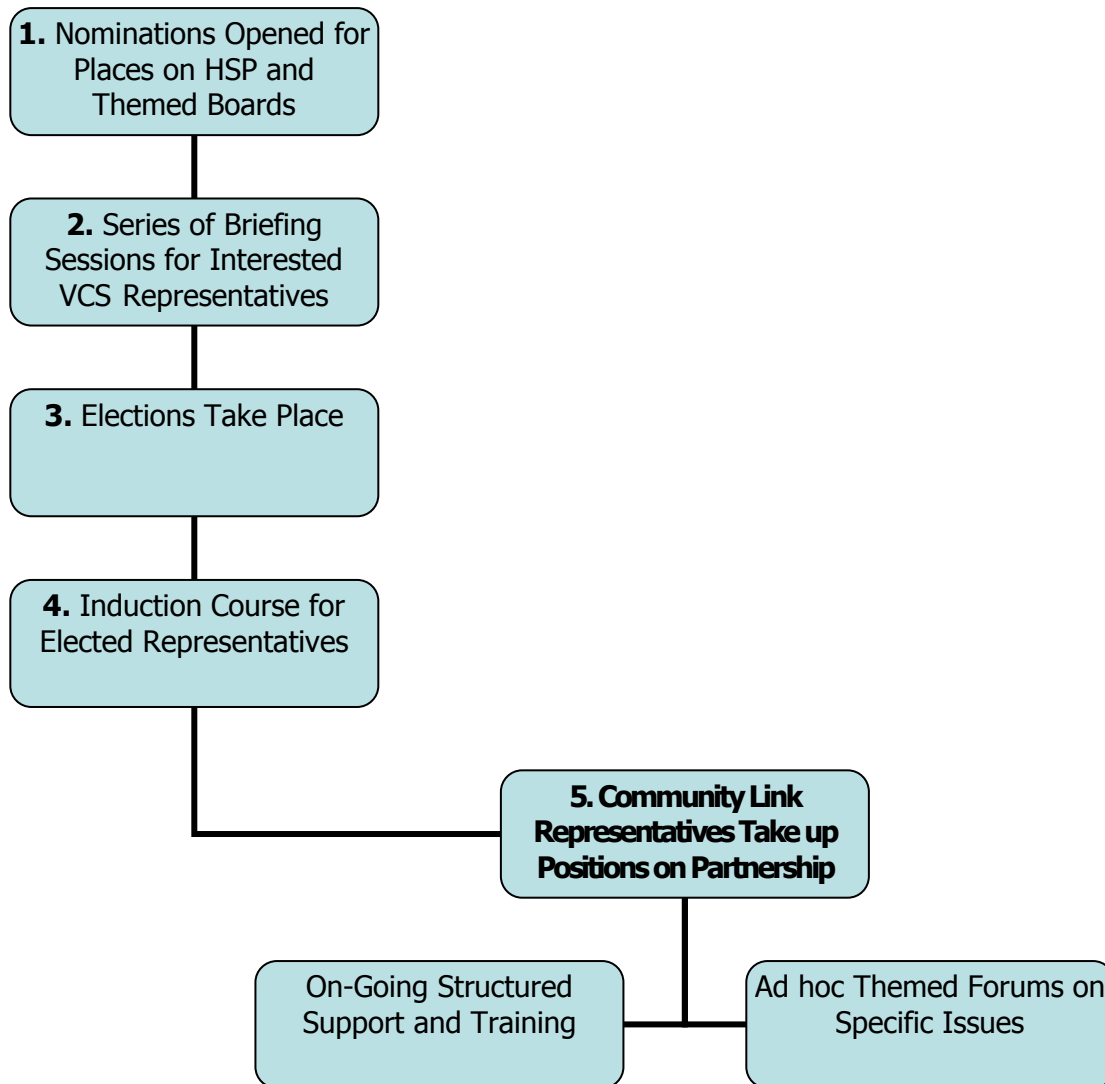
(ii) Induction

Once elected, all representatives will be required to attend a compulsory induction training course before taking up their positions. The aim is to ensure that representatives fully understand the role of the partnership, its legal structures etc and the policy environment in which it is operating. Following the consultation and engagement process it is proposed the induction training programme be 3 days but delivered on a modular basis to allow flexibility and also acknowledge prior learning and experience. The full course outline and modules will be developed as part of the next development phase of the Haringey Community Link Forum.

(iii) On-Going Training and Support

The post holder coordinating Haringey Community Link Forum will provide on-going briefings and policy support to the elected representatives. This will vary in its delivery, depending on the needs of the elected representatives on each partnership structure. It could include pre-meetings, written briefings, email forums, notice boards to exchange views and opinions etc. The role of officer employed to support the representatives will be to ensure they are given customised support to ensure the most effective contribution to the partnership.

Support Process Flow Chart



Web Portal and ICT Support

HAVCO through support of ChangeUp (lead partnership for the delivery of the Haringey Local Infrastructure Development Plan) have developed a web-portal for the voluntary and community sector in Haringey. This also has linkage to sub-regional activities across North London. The web-portal has been branded Community Link.

The aim is to further develop the website to link closely to the work of the community engagement function and bring added value to the forum. The website will offer the elected representatives and the wider VCS the following benefits: -

- Policy briefings
- All minutes and agendas for the HSP and Themed Boards
- A notice board where elected representatives can exchange views and experiences and ask for advice (not open to public)
- Consultation opportunities with the wider sector
- Email bulletins of information arising from the partnership and key priorities for influence

- Notice of meetings and themed forums

As funding has been secured for this through the Home Office, this would offer real added value to the development of new systems within the HSP and support the e-government agenda.

It is recognised that some representatives may, for reasons e.g. of disability, require added support / training to fully access ICT opportunities. The need to effectively resource the web portal to ensure it can meet expectations of functionality is also essential.

Implementation Timetable

There is a commitment to ensure the new proposed systems are explained to existing HSP community and voluntary sector representatives, the wider voluntary and community sector and those of other statutory partners before a final decision on a new model of community engagement is agreed in July 2007.

The timetable for information dissemination through formal structured events and written feedback is as follows: -

Existing community representatives	April/May 2007
Wider voluntary and community sector	May/June/July 2007
Statutory Partners	July 2007
HSP Approval of Proposal	July 19 th 2007
Development Phase Begins	July 20 th 2007
Community Links Membership Launch	January 2008
Elections	February - March 2008
Representatives Take Positions	April 2008

Proposed Community Link Forum Terms of Reference

Community Link Mission

To increase the level, accessibility and quality of services meeting local need and community cohesion through greater engagement and influence.

Community Link Objectives:

- (i) To support community representatives on strategic partnerships
- (ii) To work with stakeholders to identify how the voluntary and community sector can contribute towards delivery of targets within the LAA and Community Strategy
- (iii) To collate views of the voluntary and community sector on strategic issues, ensuring they are fed into the debate through the HSP and other fora
- (iv) To engage frontline organisations so they have enough information and the systems to influence policy
- (v) To support community needs assessment by members of Community Link in order to influence policy
- (vi) To propose solutions where things could be better
- (vii) To support better partnership and collaborative working
- (viii) To support statutory agencies and the partnership in clarifying the role and expectations of the voluntary and community sector in Haringey
- (ix) To support the voluntary and community sector to understand the balance between campaigning role and service delivery
- (x) To build trust, understanding and clarity between elected Councillors and representatives to see how they can co-exist to build a better society

Role of HAVCO in Relation to Haringey Community Link Forum

- a) HAVCO's role is to represent the interests of the voluntary and community sector and to empower and support Community Link to speak for communities
- b) HAVCO would be the lead and accountable body for the service, and therein have ultimate power to revoke the membership of Community Link Members who breach the terms of reference and / or the agreed code of conduct

Community Link Membership

- Membership of Community Link is separate to HAVCO's membership
- Membership is free
- Only constituted voluntary and community organisations in Haringey or organisations based outside of the borough that have a substantial percentage of Haringey residents using their services can be members. In relation to this forum constituted encompasses the following organisations: -
 - Voluntary and community organisations governed by a committee of volunteers with terms of reference and/or
 - Those with governing documents falling into one of the following headings; Constitution, Memorandum and Articles of Association, Trust Deed, Set of Rules (Industrial and Provident Societies), terms of reference (for community forums etc).

- Members are expected to adhere to the Community Link Forum's code of conduct.

Summary

The environment for all agencies is changing dramatically and there are increasing pressures to meet the needs of local communities through closer partnership and collaborative working. The Community Link proposal aims to ensure that Haringey has the best systems for effective representation of the voluntary and community sector. Therefore, it will be responsive and listen to its members and be subject to regular review.



CLF Policy Documents

WHAT IS THE

In April 2002 the local public metropolitan trust etc and and businesses Strategic aim of the HSP is services and address the key issues in the Borough through partnership working.

Haringey's voluntary and community sector are close to local people and we understand the needs of local people well. Therefore important that the views of voluntary and organisations are shared with partners duty in the area of public services.

UNITY SECTOR

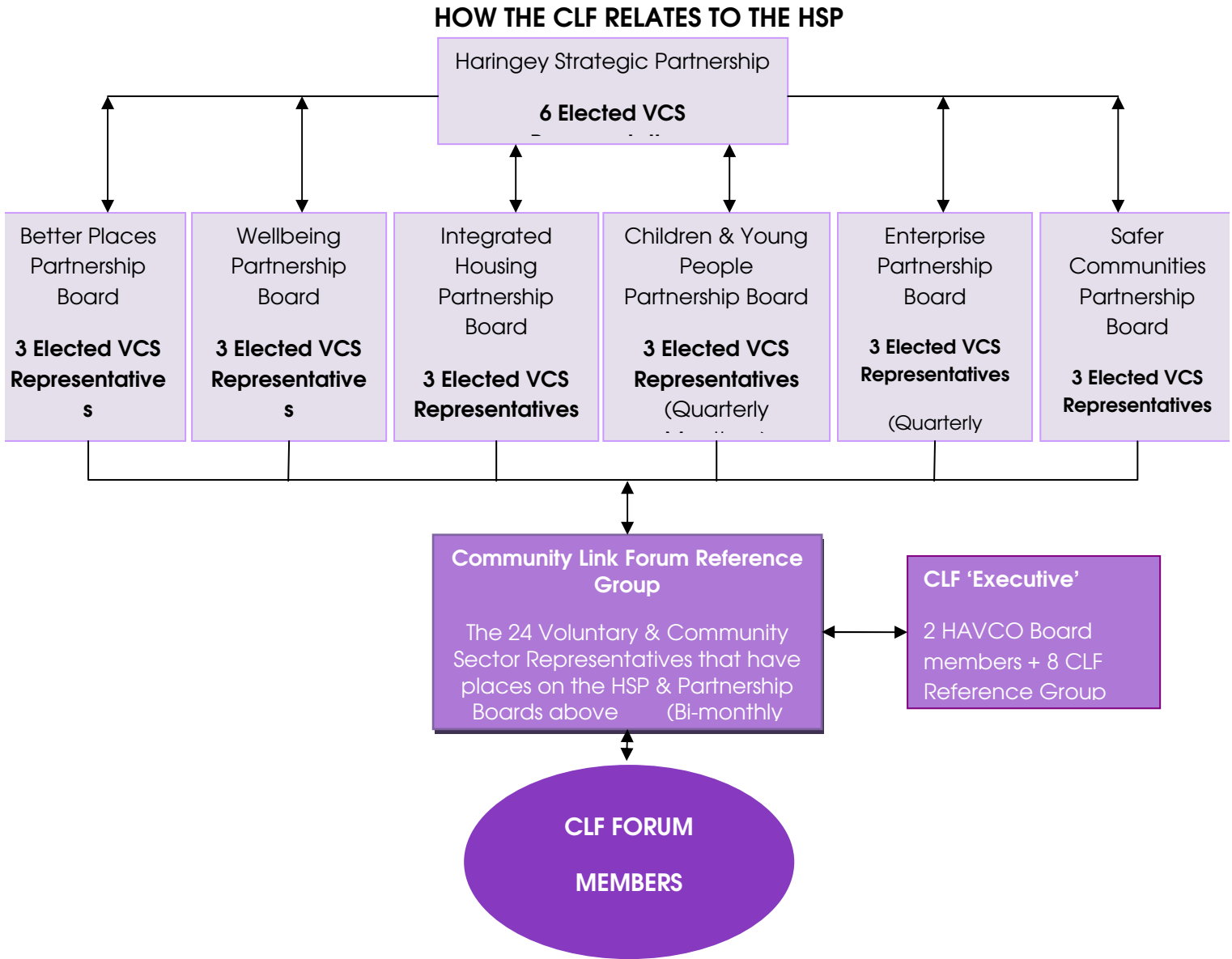
Council joined with agencies such as the police, primary care community groups to create the Haringey Partnership (HSP). The to improve public

it commun ic who have  Haringey Council



The Community Link Forum will hold briefings with representatives from the voluntary and community sector that have places on the HSP and/or its Thematic Partnerships Boards. It will fully support the representatives through training/specialist guidance etc. The CLF will bring representatives together with the wider voluntary and community sector so that they are able to share their views collectively.

The priorities of the new sustainable Community are: **“People at the Heart of Change”**



Terms of Reference

Community Link Mission

To increase the level, accessibility and quality of services meeting local need and community cohesion through greater engagement and influence.

Community Link Objectives:

- (i) To support community representatives on strategic partnerships

- (ii) To work with stakeholders to identify how the voluntary and community sector can contribute towards delivery of targets within the LAA and Community Strategy
- (iii) To collate views of the voluntary and community sector on strategic issues, ensuring they are fed into the debate through the HSP and other fora
- (iv) To engage frontline organisations so they have enough information and the systems to influence policy
- (v) To support community needs assessment by members of Community Link in order to influence policy
- (vi) To propose solutions where things could be better
- (vii) To support better partnership and collaborative working
- (viii) To support statutory agencies and the partnership in clarifying the role and expectations of the voluntary and community sector in Haringey
- (ix) To support the voluntary and community sector to understand the balance between campaigning role and service delivery
- (x) To build trust, understanding and clarity between elected Councillors and representatives to see how they can co-exist to build a better society

Role of HAVCO in Relation to Haringey Community Link Forum

- a) HAVCO's role is to represent the interests of the voluntary and community sector and to empower and support Community Link to speak for communities
- b) HAVCO would be the lead and accountable body for the service, and therein have ultimate power to revoke the membership of Community Link Members who breach the terms of reference and / or the agreed code of conduct

Community Link Membership

- Membership of Community Link is separate to HAVCO's membership
- Membership is free
- Only constituted voluntary and community organisations in Haringey or organisations based outside of the borough that have a substantial percentage of Haringey residents using their services can be members. In relation to this forum constituted encompasses the following organisations: -
 - Voluntary and community organisations governed by a committee of volunteers with terms of reference and/or
 - Those with governing documents falling into one of the following headings; Constitution, Memorandum and Articles of Association, Trust Deed, Set of Rules (Industrial and Provident Societies), terms of reference (for community forums etc).
- Members are expected to adhere to the Community Link Forum's code of conduct.

**CLF representatives Roles and Responsibilities
For CLF representative and the CLF Reference Group**

What is an elected Community Link Forum (CLF) representative?

An elected CLF representative is an individual who is: a) nominated by a CLF member organisation and agrees to stand as a CLF representative; and b) is successfully elected via an open election process in their bid to become a CLF representative. For information on who is eligible to stand from election.

What is a co-opted Community Link Forum (CLF) representative?

A co-opted Community Link Forum representative has been recommended by the CLF (i.e. by the CLF Executive) and approved by the HSP to sit on the HSP Board or by one of the Thematic Partnerships to sit on that Partnership Board because:

- a) a voluntary and community sector place on the HSP or the Thematic Partnership Board is vacant because it was not filled via the CLF election; or
- b) a voluntary and community sector place on the HSP or the Thematic Partnership Board becomes vacant for some reason; or
- c) the CLF, in accordance with its agreed principles on co-option, has identified a particular useful skill or knowledge or an important gap in the membership of the HSP Board, or one of the Thematic Partnerships and believes that the HSP or relevant Thematic Partnership Board would benefit from additional specialist input.

What is the CLF Reference Group and who are its members? The CLF Reference Group is the collective name for all elected, co-opted and HAVCO CLF representatives - all such CLF members are automatically members of the Reference Group. The CLF Reference Group will be brought together collectively a number of times each year. In addition, members of the Reference Group may be asked to meet on the thematic basis.

Overarching Roles & Responsibilities

1. **Promoting the CLF's objectives:** CLF representatives are expected to work together to promote the CLF's objectives.
2. **Acting in accordance with the CLF's agreed policies:** CLF representatives are expected to act in accordance with CLF policies, where these have been agreed by the CLF, and /or the views or the body that they are representing as opposed to representing their personal position.

If CLF policies conflict with the views of the body that they are representing, then the representative and the CLF should seek a resolution and to come to a common agreed position. If a common position cannot be achieved, then the representative should reflect the position of their organisation but also identify that this is not the CLF position.

3. **Working collectively to promote the needs of Haringey's communities:** CLF HSP representatives are expected to work collectively and co-operatively with the CLF, other CLF representatives and the HSP to ensure that the needs and interests of Haringey's voluntary and community sectors, service users and communities are considered by the HSP. This will involve:
 - a) drawing on the collated views of the voluntary and community sector on strategic issues;

b) ensuring that these views are fed into HSP Board, thematic forums and associated debates.

4. **Promoting the CLF's policies:** CLF representatives should familiarise themselves with the policies of the CLF if binding decisions have been taken.

Information will be provided on the CLF website and CLF meetings to assist representatives.

5. **Complying with the CLF code of conduct:** CLF representatives should abide by the code of conduct set out in this annex.
6. **Complying with requirements placed on the HSP members:** CLF representatives will be expected to comply with the requirements placed on HSP representatives that are listed below and any other roles and responsibilities agreed between the HSP and the CLF.
7. **Acting in the interest of the voluntary and community sector:** HSP members must make the interests of the community their main focus and should act in the public interest. Voluntary and community sector representatives are expected ensure that the interests of the voluntary and community sectors are raised.
8. **Issues and concern:** In bringing issues and concerns from their particular sector, HSP members should aim to contribute developing joint solutions with partners.
9. **Decision making when at meetings:** HSP representatives should be authorised to take decisions on behalf of their organisation, including decisions which may change the way in which agencies work together where this is consistent with accountability principles.

Where CLF HSP representatives are unable to make immediate decisions, their recommendations should be made via their organisations appropriate structures. Decisions made following recommendations must be supported by the organisation. (Representatives will be informed of any time frame for decisions to be made following recommendation.)

10. **Serving the community:** HSP representatives have a responsibility to work on behalf the whole community and are not to do anything which they could not justify to the public. HSP representatives must bear in mind the duty to serve the whole community and not just part of it.
11. **Promoting equality:** HSP representatives should promote equality by not discriminating against any person and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation, disability or economic or social status. In addition, HSP representatives should respect and promote human rights and where lawful give due consideration to public sector duties to promote equality of opportunity.

Role requirements

Why have role requirements been identified? The requirements listed below identify key commitments, skill, knowledge and experience required to be an effective CLF representative.

Why is there a strong emphasis on commitment as opposed to experience? A strong emphasis is being placed on commitment, in order not to exclude people unnecessarily. Obviously, people with experience of playing a representative role are welcomed and needed; but it is also important to encourage as wide, and diverse, a range of potential CLF representatives as possible.

Why is some training compulsory? The commitment to attend compulsory CLF training is key to ensuring that all the CLF representatives fully understand their role and are able to fulfil their roles and responsibilities as a CLF representative.

How will these role requirements inform the election process? In producing their election statement, potential CLF representatives are encouraged to make direct reference to their ability to how they meet these role requirements and their commitment to being an effective CLF representative.

1. Knowledge and understanding of Haringey's community and voluntary sectors.
2. A commitment to attend compulsory CLF training and to take up other relevant development and training opportunities associated with being an effective CLF representative.
3. Experience of contributing to community and/or community development strategies.
4. A commitment to developing an understanding of the strategic and policy framework and issues for HSP and the CLF.
5. A commitment to playing an active role within the CLF and the HSP.
6. The ability to represent the CLF in negotiations and /or a willingness to develop relevant negotiation skills.
7. A commitment and willingness to act in accordance with principles in relation to participation in public life and representation (see Annex G).
8. A commitment to attending agreed meetings as relevant (e.g. HSP Board meetings, Thematic Partnership meetings, CLF Executive meetings, CLF Reference Group meetings etc.).

9. A commitment to attending, participating in, and contributing to relevant meetings with voluntary and community groups in the borough.
10. An understanding of equality of opportunity and commitment to complying with, and contributing to the implementation of, the CLF's Equality, Diversity and Human Rights Policy.

Code of conduct for CLF member organisations & CLF representatives

1. Abiding by this Code of Conduct

CLF HSP representatives and members are expected to abide by the requirements set out below in this code of conduct when engaged in activities relating to the CLF. Any complaints will be dealt with in accordance with the complaints procedure identified in the CLF's operational guidelines. If a breach of this code is alleged a CLF member or representative may be suspended pending an investigation. If a serious allegation is upheld action may be taken against the member organisation or representative up to, and including, termination of membership or role as a representative.

2. Understanding & seeking to fulfil the CLF representative's role

As a CLF representative you should to seek to make sure you:

- a) understand your role as a CLF member and/or CLF representative;
- b) seek to fulfil your responsibilities as CLF member and/or CLF representative.

Please note: Prospective and elected CLF HSP representatives will receive development opportunities, support and training from the CLF team to assist you to fulfil your role and will be expected to make reasonable attempts take up these opportunities.

3. The Nolan principles and principles of representation

CLF HSP representatives are expected to act in accordance with the **Nolan principles** which set out standards for those holding public office and overlapping principles in relation to effective representation. CLF representatives, and where appropriate, CLF members are expected to act in accordance with the following:

-
- **Selflessness:** The CLF representatives should act solely in terms of the public interest; not to gain financial or other benefit of themselves, their family or their friends.
-
- **Integrity:** The CLF representatives 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 individual's rewards and benefits, CLF representatives
-

	should make choices on merit.
▪ Accountability:	The CLF will clearly define its arrangements & responsibilities in respect of its actions and decision-making.
▪ Openness:	CLF representatives should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands. They should also be as open as possible in their dealings and relationships. However, due consideration should also be given to any confidentiality requirements.
▪ Honesty:	CLF representatives 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:	CLF representatives will aim to think and act strategically.
▪ Equality:	Equality, diversity and inclusiveness should be placed at the core of what CLF representatives do.
▪ Clarity of purpose:	There should be clarity about the CLF's objectives which are based on a strong evidence base.
▪ Sustainability:	CLF representatives should seek to work collectively, and where possible, with a collective voice.
▪ Clarity of values:	The CLF, and its representatives, will seek to identify and build on the values of the local voluntary and community sector.

CLF HSP representatives should note that the Haringey COMPACT also takes on board these most of these principles within the agreement.

Please note: To assist representatives, mandatory training will be provided and there will be opportunities to explore and discuss the practical implementation of these principles:

4. Resolving problems

If CLF members and/or CLF representatives experience difficulty in fulfilling their roles or responsibilities or have concerns, these difficulties should be explored with the CLF Team and/or the CLF Reference Group to seek resolution.

5. Attending meetings

CLF HSP representatives should plan to attend at least two thirds of the meetings each year at which they act as a representative and/or make suitable alternative arrangements if this is not possible.

6. Conflict of interest

Representatives should not intentionally place themselves in a position of conflict of interest. If a conflict of interest arises, they should make this known to the CLF (e.g. Reference Group) and the CLF Team and seek a resolution. In acting as an HSP representative, a CLF representative must also abide by the HSP's requirements on conflict of interest.

7. Equality and respect

Representatives and member organisations should expect to be treated with respect and in accordance with equality principles. Representatives and CLF members should treat others (e.g. CLF colleagues, council officers, HSP colleagues) with respect and accordance with equality principles at CLF and HSP meetings, in correspondence and communications. CLF members and representatives are expected to comply with the CLF's, "Equality, Diversity and Human Rights Policy".

8. Dealing with conflict

If disagreements or conflicts arise that are not resolved through normal day-to-day interactions; a CLF HSP representative should raise the matter with the CLF Team, the HSP (or relevant Thematic Board) and/or the CLF Reference Group as appropriate.

A CLF member should raise the matter with the CLF Team or the CLF Reference Group as appropriate.

If necessary, mediation should be sought to resolve profound disputes or conflicts. CLF HSP representatives and member organisations should refrain from public attacks on the CLF and each other.

9. Reporting back

CLF HSP representatives will be expected to report back verbally on their representative activities and to answer questions from other CLF members. Where applicable, the CLF Team may require the CLF HSP representative to complete a HSP/Thematic Board feedback form or similar pro-forma.

10. Financial matters

No CLF representative or CLF member organisation may commit HAVCO or the CLF to expenditure. Any expenditure related decisions must be considered in accordance with HAVCO's financial policies and procedures including procedures governing the CLF and CLF representatives.

11. Decision-making

CLF HSP representatives and CLF member organisations may promote or disagree with existing CLF policy decisions. No CLF representative, or CLF member organisation, may unilaterally commit the CLF or HAVCO to a new policy position or decision.

12. Bringing the CLF or HAVCO into disrepute

CLF HSP representatives and CLF member organisations, when engaged in any activity related to the CLF, should refrain from any action that brings, or is likely to bring, the CLF or HAVCO into disrepute. If alleged, behaviour, and/or allegations, that could bring a CLF representative, a CLF member organisation, the CLF or HAVCO into disrepute, could in the first instance lead to a suspension from CLF activities. Such conduct would have to have been relevant or related to the CLF, and it would then need to be investigated and established, based on the principles and processes of natural justice and subject to appeal. Such actions could include, but are not limited to:

- a) breaches of this Code of Conduct;
- b) violent or abusive behaviour;
- c) allegations of serious criminal offences or breaches;
- d) formal investigations into alleged serious civil or administrative breaches;
- e) allegations of serious or gross misconduct.

Equality, Diversity and Human Rights policy

Introduction

Haringey Community Link Forum (CLF) is a network of voluntary and community organisations that conduct the majority of their activities or provide the majority of their services to people who live and work in the London Borough of Haringey. The CLF facilitates and promotes voluntary and community sector involvement in the Haringey Strategic Partnership Board and its subcommittees (its thematic partnerships). The CLF recognises the importance of community cohesion, diversity, equality, human rights and social inclusion.

Statement of intent

The CLF values diversity and believes that all people have an equal right to participate in, and benefit fully, from all opportunities; this includes employment rights, rights to access services and resources, and rights to participate in social and public life. We will actively work towards reducing unfair discrimination in society, the elimination of discriminatory practices within organisations and achievement of diversity, equality and human rights' objectives and agendas.

We will not discriminate and we will work with member organisations, CLF representatives, the HSP and others, to eliminate discrimination, on the grounds of age, caste, colour, disability, ethnic origin, gender, gender identity, health or HIV status, immigration status, language (including the language of deaf people), marital status, nationality or national origins, non-relevant or unrelated criminal conviction, race, religion or belief, responsibility for dependants, sexual orientation or social or economic status, trade union activity, transgender status or other conditions or requirements and cannot be shown to be justifiable.

Working together to promote equality and human rights

Discriminatory practices, inequality and a lack of the practical application of human rights principles may seriously undermine the life opportunities of Haringey residents and service users; and may also be entrenched in community, voluntary, private, public or statutory organisations. The CLF recognises that public sector duties to promote equality - currently covering disability, gender and racial equality - and duties to promote human rights are designed to tackle institutional discrimination and human rights failures.

The CLF welcomes the fact that the public sector equality and human rights duties apply directly to public sector partners, and in particular to, all statutory members of the Haringey Strategic Partnership. We also welcome the fact that the key public sector equality duties also apply to directly or indirectly to voluntary organisations that exercise public functions. We will work actively to encourage CLF and other community and voluntary organisations to understand, and address, diversity, equality and human rights principles and associated legal requirements. We will work actively with the HSP to develop positive, practical, proactive and supportive approaches to deal with challenges, and realise benefits, associated with diversity, equality and human rights.

CLF working in partnership

CLF will work in partnership with others organisations, including the HSP to:

- **Promote a shared vision:** about how to combat all forms of discrimination, harassment and victimisation and promote good community relations, equality and human rights.
- **Promote understanding:** of relevant equality and human rights enactments and practical strategies for benefiting Haringey's communities.
- **Encourage diversity in the membership of the CLF.**

- **Ensure involvement and listen:** We aim to ensure that all parts of the community feel that they have a voice and can be involved in CLF decision-making.
- **Support community engagement and empowerment:** We aim to encourage Haringey's diverse and rapidly changing local communities, including traditionally excluded groups, to participate in the CLF and HSP.
- **Encourage and facilitate involvement in the CLF:** We aim to enable all members groups, sectors and communities to participate in consultation and decision-making within the CLF.
- **Identify and remove unfair barriers to participation in the CLF.**
- **Conduct meetings on the basis of respect and commitment to listening:** We will respect the contribution of all parties and make space to encourage genuine involvement, participation and empowerment.
- **Promote understanding and co-operation between different communities and groups within communities:** We will seek to develop opportunities to learn about each other's cultures and experiences.
- **Promote policy and strategic developments:** We will aim to ensure that CLF members have equal opportunities policies in place, and assist and encourage members to develop strategies to tackle discrimination and promote community cohesion and human rights.

Key equality, civil and human rights related legal provisions

- **Civil rights** - including the rights of carers, civil partners, gender recognition rights and rights in relation to data protection.
- **Equality related employment rights** - including adoption, maternity, paternity and parental leave; pregnancy rights; rights for part time and fixed term workers; and rights in relation to holidays, minimum wage and the number of hours of work.
- **Equality strands** - including age, disability (including HIV and health status), gender (including marital status & transgender people), racial grounds, religion or belief and sexual orientation.
- **Areas** - education, employment, housing, public office, the provision of facilities, goods and services, training and a wide range of other areas.
- **Public sector equality duties** - including duties to eliminate unlawful discrimination in exercising public functions in relation to most equality strands and duties to promote disability, gender and racial equality.
- **Human rights** - including the right to life; prohibition of torture; prohibition of slavery & forced labour; right to liberty & security; right to a fair trial; right to no punishment without law; right to respect for private & family life; freedom of thought, conscience and religion; freedom of expression; freedom of assembly and association; the right to marry; prohibition of discrimination; prohibition of abuse of rights; right to protection of property; right to education; and the right to free elections.

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Community Link Forum

LAA Workshop Feedback Report

January - February 2008



Report Prepared By: CLF Team (HAVCO)

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1.0 Introduction

During Round Three of Local Area Agreement development in the borough, local voluntary and community organisations that have an interest in health, social care and wellbeing issues were able to engage with statutory partners regarding the development and selection of priority indicators and targets in this area via a half-day workshop which was jointly facilitated by Haringey's Association of Voluntary and Community Organisations (HAVCO) and the Council.

Through the half-day workshop Haringey's voluntary and community organisations were able to influence the LAA process by ensuring that mental health, which had 'fallen off' the LAA priority list, was put back onto Haringey's LAA agenda. It was also recognised that the LAA process needed to be widened for the voluntary and community sector to engage effectively regarding the other policy areas.

It was anticipated that this gap would be addressed during the current LAA refresh, however, there has been little involvement from the *wider* voluntary and community organisations. This concern has been raised by voluntary and community sector representatives at Haringey's Strategic Partnership in November 2007.

In July 2007 the HSP endorsed the development of a new community engagement mechanism for the borough called the Community Link Forum (CLF). The accountable body for the Forum is HAVCO, the Council for Voluntary Service in Haringey. The Launch for the CLF took place in January 2008, and in recognition of widening the LAA process for voluntary and community sector input and engagement, workshops were held as part of Launch. The workshops enabled voluntary and community organisations to discuss the current LAA indicators. Due to demand by participants the workshops were facilitated a second time during February with the London Voluntary Service Council (LVSC). The feedback following the workshops is contained in this report.

It was agreed with the HSP's executive - the Performance Management Group (PMG) - that this report would be available at the Thematic Partnership Workshops facilitated during March 2008. To enable members of the Thematic Partnership Boards to have an understanding of the issues that voluntary and community organisations considered key, to address critical concerns for the area and local people.

2.0 Methodology

Haringey's voluntary and community sector is a 'broad church,' with a range of expertise and competencies; some groups having detailed knowledge about LAA with others having little or no detailed knowledge of the agreement. Therefore the LAA was introduced in relation to the six priorities outlined in Haringey's Sustainable Community Strategy 2007-2016, which sets down the vision and aspirations for the borough. Discussions were encouraged around what participants felt were important to them and residents under each of the priority headings.

Workshop 1

1. Healthier People with a better quality of life
2. Be safer for all

Workshop 2

3. People at the Heart of Change
4. An environmentally Sustainable Future

Workshop 3

5. Economic Vitality & Prosperity Shared by all
6. People and customer focused

The workshop facilitators introduced the key issues under each priority, outlining the priorities objectives and aims. Participants were invited to consider the following:

1. main/overarching priority for each heading
2. detail a list of key priorities for each heading
3. consider the type of services that could be introduced or that already exist to address the priorities
4. general conclusions

Some of workshops had more than one main priority and some of them did not reach final conclusions. However in general there were key themes and concerns related to the Local Area Agreement that came out of the workshops. These are outlined below.

3.0 Outcomes and Recommendations of VCS LAA Workshops:

a. LAA development and planning

- Participants raised concerns that they rarely have access to results of consultations; therefore they are unable to evaluate the effectiveness of VCS' engagement in consultation processes/consider what difference and influence their views had on statutory-led initiatives
- Voluntary and Community organisations want to be an effective voice and *know* that their voices have been listened to and heard
- Empowering VCS is critical in relation to policy/service initiatives that are cross-cutting and overarching e.g. very few participants knew the purpose of the LAA
- Early engagement of the VCS is necessary regarding service development. The first step is a clear action plan to engage the VCS in commissioning processes.
- Concerns rose regarding lack of information regarding transitional arrangements for existing services delivered via LAA by voluntary and community organisations under Neighbourhood Renewal Funding. Participants were keen to learn whether this had been considered during current LAA refresh.
- Participants proposed that Council officers undertake risk assessment, as proposed Council cuts contradict the outcomes of some of the LAA targets.
- Failure of working in a joined up way, e.g. LAA development should be implemented utilising Compact working to:

- Scrutinise and challenge processes – where necessary
- Compact assess processes
- Avoid marginalisation of third sector (i.e. around consultations, contract relationships)
- Recognise Compact as the overarching document for doing business (between and across sectors)

b. VCS LAA Priorities:

- NI 7 - Environment for a thriving third sector
- NI 6 - Participation in Regular Volunteering
- NI 140- Fair Treatment by local services
- NI 4- % of People who feel that they can influence decisions in their locality.

c. General Concerns:

- Many comments were made regarding widening the process at an early stage to gauge the views of others including VCS (these are outlined in 'a.' above)
- Concerns raised that mental health, as a key issue within the borough may not be adequately addressed with the current priorities selected.
- Lack of clear service to address support needed for young people with learning difficulties. NI 54 – *Services for disabled children*, is a survey for users in respect of evaluating service quality etc. Service Providers in this field are concerned that a survey will not address some of the key concerns for these users and their families.
- Lack of understanding of the sector – research required to provide quantitative information of true value that the sector brings to the borough – e.g. faith sector work in respect of community cohesion, employment, providing skills via volunteering, specialist knowledge in environmental issues, etc

4.0 Workshop Outcomes

“Healthier People with a Better Quality of Life”

Main Priority:

This is a cross-cutting priority therefore importance of exerting influence over LAA indicators is critical, however, wider VCS participation is about playing ‘catch up’ in respect of the LAA process

Key Issues:

- Reducing social isolation – more opportunities should be available to achieve this
- Performance indicators should be defined by people at a local level
- Making sure local people are consulted about impact of changes
- Haringey’s residents should be free from disease
- Good support available for people to manage long-term illness
- Better housing
- Reducing stress
- Accessible support services – local
- Valuing individuals/community
- Community cohesion
- Tackling discrimination – equal + fair services
- Health impact assessing for policies and activities
- Non means-tested provision
- Proactive instead of reactive services
- Removing barriers to access of health and well-being provision
- Responsive services – need based [User involvement]
- Prevention + self care support
- Mapping community need + anti-poverty strategy and implementation - plan funding independent advice services.

Self Help/ Self Worth:

- Recognition of positive contribution (e.g. careers)
- Empowerment/advocacy/ knowledge + skills
- Invest in education/awareness raising

Mental Health

- Happiness – good mental health
- Increase social networks/promote opportunity
- Awareness + preventative support;
 - Collaborative services
 - Links between support provision
 - Continuity of good services
- Maintaining local/effective service provision

"Be Safer for all"

Main Priority:

• Reduce the incidence and fear of crime • Address anti-social behaviour • Create safe and secure homes, tackling domestic violence • Safer roads • A positive future for our children and young people

Key Priorities:

- Apart from agreement that our streets need traffic calming, the discussion focused almost exclusively on concerns about serious anti-social behaviour, and particularly discouraging young people's involvement in it
- Fear of crime is a serious concern and could be reduced (i.e. be proportional) if people had accurate statistics... the media scaremongers too much
- Raise awareness of positive initiatives, alternatives and opportunities for people, especially youth, to pursue rather than crime - e.g. employment, youth facilities, creative things, education
- Need positive images of youth, rather than demonising them. Value and recognition of their achievements, e.g. via youth volunteering programme and training: positive contributions / positive opportunities for youth
- Need to engage with young people, and to listen to their views and their 'voice' - need effective practical action targeting those involved in gun and knife crime... and to prevent negative re-enforcement of such activity (e.g. glorification)
- Parents and carers of those involved in serious crimes (whether perpetrators or victims) need systematic support
- The best way to 'crowd out crime' is to ensure strong local communities with a good, positive atmosphere and people talking to each other and supporting each other
- visible crime prevention;
 - more police
 - more street wardens
- community structures;
 - neighbourhood support/responsibility - pride in our communities
- cross boundaries/multi/agency involvement
- inter-generational support/education, e.g. Inter-agency training on safeguarding adults across all VCs organisations and highlighting reporting mechanisms and available information/advice/advocacy agencies
- reducing knife/gun crime
- zero tolerance for discrimination and hate crime
- alcohol/drug dependency support

"People at the Heart of Change"

Main Priority

- *Opportunity to influence* • *Empowering VCS* • *Meaningful engagement* • *Adhering to consultation policies* • *Making sure local people are consulted about impact of changes* • *Adequate resource to fulfil community needs*

Key Priorities

- Involve users and members (access wider community)
- Use VCS as a greater means of collecting data/knowledge
- Cost to enable this to happen – pay for engaging in consultation
- Social capital:
 - ✓ involve wider sector
 - ✓ incentives VCS to link
- Impact on homelessness:
 - ✓ strategy
 - ✓ process
- Impact assessment:
 - ✓ to be conducted wider than meeting targets/money
 - ✓ what does it mean for communities/dynamics/meeting needs/negative effects?
- Strong processes/involvement
- Increasing accessibility, accountability
- Feedback – honest in processes
- Joining up agendas
- Treatment of VCS is inconsistent
- Honouring commitment to borough
- Contradictory targets (e.g. council proposed cuts will affect LAA priorities)
- Valuing borough – consistent plus continuous improvement
- Valuing VCS – independence/campaigning
- How do we prove how good we are? – more than a paper exercise overly bureaucratic
- Consider needs of BME communities
- Genuine community cohesion
- Community perception (understanding between partners)
- Relationship with health practitioners
- Services access
- What are the priorities within the communities?
- Too many changing agendas
- Health and safety
- Quality of provision

"An Environmentally Sustainable Future"

Main Priorities

- *Tackle climate change*
- *Manage our environmental resources more effectively*
- *Create sustainable and energy efficient homes and buildings*
- *Increase recycling and reduce waste*
- *Promote sustainable transport*
- *Encourage our future citizens to be our first 'green generation'*
- *Protect the natural environment Haringey*

Key Priorities:

- Need for a comprehensive and well-financed insulation programme for all homes, not just new ones
- Housing v. maintaining green space - will be a issue for Haringey
- Need to develop alternative energy sources, e.g. solar panels on all buildings
- A 'green' lifestyle is part of a positive approach e.g. to diet (healthy eating) and fitness (cycling and walking rather than car use)
- Recycling should be made easy to understand and do, be as comprehensive as possible, and be the same throughout all neighbourhoods in Haringey
- Waste reduction and recycling should apply equally to businesses as they have a huge impact
- Necessary lifestyle changes need to be viewed positively and backed by effective incentives. Such incentives should be accessible, rather than means tested or hard to apply for.
- All reports by Council and HSP boards should include a brief 'environmental impact assessment' in the same way that they include an 'equalities assessment'.
- Community access – all aspects i.e. young people
- Influence over facilities and maintaining community space
- Economics over environment
- There's a need to continually raise public awareness on these issues

“Economic Vitality & Prosperity Shared by All”

Main Priority

Involvement of VCS and people at all levels strategically plus right through the process at all stages of the [development/ decision-making] systems.

Key Issues:

- Tackling ‘worklessness’ effectively means working from the bottom - up
- Local Business to get involved in this debate and workless to be involved
- Promotion of volunteering
- Training payments for unemployed
- Safety net (cost effect) transition from unemployment to jobs
- training – information workshop for unemployed
- Need to be qualified from the early stages.
- More young leaders and involvement of all ages groups (as opposed to middle-aged/ near middle-aged leaders)
- Ward level involvement from communities
- Homelessness impacts upon communities being prosperous – e.g. inadequate consultation with VCS regarding LBH Housing Strategy
- Community cohesion
- Need organised debate with all stakeholders leading to consensus on economic sustainability
- Audit of local people’s views on this issue to be conducted across the borough
- Education and opportunity ;
 - Day release for training workshop
 - Hands on training
 - Open up apprenticeship and target what people really need
 - Improve employment opportunities

"People and Customer Focused"

Main Priority

- *High quality, needs based and customer focused services that offer value for money*
- *Increased resident satisfaction with services and the area they live in*
- *Greater opportunity for civic engagement and participation*
- *Transparent and accountable local leadership*
- *Drawing on the strength of the voluntary and community sector*
- *Make our children and young people active citizens*

Key Priorities:

- Need more funding for a wide range of local services
local services and amenities need to be accessible for everyone to use without barriers, e.g. affordable, no 'means testing' or bureaucracy, well advertised, and a system of community transport for those needing mobility support
- Need constant and sustainable youth provision e.g... facilities in local communities, mentoring programs etc
- Improve services for the elderly and those with disabilities
- Support for parents and carers (e.g. those caring for housebound relatives etc)
Recognise and support the huge numbers of volunteers and volunteering, formal and informal, that goes on throughout Haringey
- Communication – active + two way of communication e.g. Delivery plan – local people on scrutiny panels
- Accountabilities of service providers/transparency two-way feedback evidence and monitoring
- Client specific complaint officer to process complaints (Compact mediation for VCS service providers)
- Language support necessary for services

Some overall conclusions from the workshop:

- The CLF mission to 'increase the level, accessibility and quality of services, with greater community engagement and influence' was felt to be a good summary of the issues at hand
- Key overarching themes from the contributions were: we must have adequate resources to fulfil community needs, work towards strong communities, support engagement of young people
- There's a great deal of connection and overlap between all the issues discussed

5.0 Acknowledgements

HAVCO and the Community Link Forum team would like to thank the following:

Workshop Facilitators:

- Robert Edmonds - VCS Wellbeing Theme Group Chair
- Dave Morris - Haringey Federation of Residents Association
- Faiza Rivzi - BME Carers
- Stephen Wish - Polar Bear Community Ltd

Co-Facilitators:

- Vincent Okieimen - HAVCO
- Naeem Sheikh - HAVCO

Scribes:

- Rachel Nussey - HAVCO
- Pisey Pech - HAVCO
- Stephanie Rowland - Haringey Council, Corporate Voluntary Sector Team

We would also like to thank Gethyn Williams, Policy and Networks Manager, London Voluntary Service Council (LVSC) who delivered the key note speech at the second LAA workshop event, Dhara Vyas, Policy Officer at the National Council of Voluntary Organisations and Paul Head, Principal of the College of North East London/HSP Vice Chair who delivered presentations at the CLF Launch. Leander Neckles, of Necko Consultancy, who has provided invaluable support regarding policy and project development to the CLF Reference Group (the main steering group of existing voluntary and community sector representatives that have places at the strategic table) and the CLF team.

Last, but not least, we would like to thank all of Haringey's voluntary and community organisations that participated in these events, your efforts, energy, dedication and input are appreciated and respected.



Meeting: Integrated Housing Board

Date: 26 June 2008

Report Title: Membership and Terms of Reference: 2008/09

Report of: Mary Connolly, HSP Manager, Haringey Council.

Summary

The first meeting of the new Municipal Year provides a timely opportunity for the Board to confirm its membership and update its Terms of Reference for the forthcoming year.

Following the Community Link Forum (CLF) elections in April three new representatives have been appointed to each of the Thematic Boards. To recognise this each Thematic Board now needs to formerly amend their Terms of Reference.

The current Terms of Reference are attached at Appendix 1 and details of the Boards Membership are attached at Appendix 2. Each partner organisation should now formerly confirm the names of the individuals appointed to the Board.

The Board should also note that Council's Cabinet will appoint Councillors to the HSP and each of the Thematic Boards on 17 June. Therefore, until then, the Councillors appointed to the Board by the Cabinet in 2007/08 remain in place.

Recommendations

- i. That the Board confirm its membership for the new Municipal Year.
- ii. That the Board Terms of Reference and membership details be amended to include the new Community Link Forum.

For more information contact:

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APPENDIX 1

Integrated Housing Board: Revised Terms of Reference

1. The IHB will ensure that effective partnership working arrangements are put in place
2. That the IHB brings together partners across all housing tenures and meets at least 4 times a year.
3. That the IHB will be chaired by the Executive Committee Member for Housing and will bring together senior managers and representatives who operate at a senior and leadership level in their respective organisation.
4. The IBH will co-ordinate the LSP and Council work on key strategic matters.
5. That the membership will include deputies from each organisation represented on the Board

Integrated Housing Board: Objectives

The IBH will:

1. Work within the LSP Sustainable Community Strategy vision and aims and within the Local Area Agreement 2007-2010.
2. Value the promote a diverse community and seek to create opportunities for all residents.
3. Help create strong effective partnerships that meet agreed strategic housing objectives
4. Ensure that housing and planning policies compliment and meet agreed strategic objectives.
5. Ensure that the following strategies are produced and supported by partners:
 - Housing Strategy
 - Housing Diversity and Equality Strategy
 - Homelessness Strategy
 - Private Sector Strategy

- TA Reduction strategy
- Housing Supply strategy
- Sub regional housing
- Energy efficiency and Fuel Poverty Strategy
- Anti-Social Behaviour and Community Safety.

6. To oversee the implementation of strategies and receive reports on
Action Plans and progress against targets.

Integrated Housing Board Membership List

SECTOR GROUP	AGENCY	NO. OF REPS	NAME OF REPRESENTATIVE
Local Authority	Haringey Council	6	Councillor John Bevan (Cabinet Member for Housing) Niall Bolger (Director Urban Environment) Phil Harris (Assistant Director Strategic and Community Housing) Lisa Redfern (Assistant Director Adult Services) Matthew Pelling (Commissioning Manager Supporting People)
Health	Haringey Teaching Primary Care Trust	1	Eugenia Cronin (Director of Public Health)
	Mental Health Trust	1	Lee Bojtor (Chief Executive)
Voluntary and Community Sector	Community Link Forum	3	Sue Brown Ibilola Campbell Louis Antill Lewis
	HAVCO	1	Gloria Saffrey
Other agencies	Family Mosaic	1	Jo Murphy (Group Director)
	Metropolitan Housing Trust	1	Neil Mawson (North Thames Regional Director)
	Circle Anglia	1	Robert Black (Chief Executive)
	Innesfree	1	Claire Winstanley (Chief Executive)
	St Mungo's	1	David Devoy (Regional Director North & East)
	Homes for Haringey	1	Rowan Limond (Executive Director of Finance)
	Total	18	

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Meeting: Integrated Housing Board

Date: 26 June 2008

Report Title: Development of Haringey's Homelessness Strategy 2008 -11

Report of: Director of the Urban Environment

Summary

The purpose of this report is to provide the Integrated Housing Board with some background information on the work that is being undertaken to develop Haringey's Homelessness Strategy 2008-11.

At its meeting on 26 June 2008, the Board will receive a comprehensive presentation, setting out the keys issues. Members of the Board will then be invited to indicate the priorities they would like addressed in the new Strategy.

Recommendations

That the Integrated Housing Board notes the work that is being done to develop Haringey's Homelessness Strategy and identifies which issues and priorities it would like to be reflected in the new Strategy.

For more information contact:

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Background

- 3.1 Haringey's first five year Homelessness Strategy was published in 2003.
- 3.2 Work is ongoing to complete a comprehensive review of homelessness and produce a new three year multi agency Strategy by 31 July 2008 in accordance with the requirements of the Homelessness Act 2002.

- 3.3 A multi agency Steering Group is meeting fortnightly to inform the homelessness review and oversee the development of the Homelessness Strategy.
- 3.4 The successful and timely implementation of the new Homelessness Strategy, with its SMART action plan, will be monitored by a multi agency Homelessness Strategy Implementation Group which will meet quarterly.

Strategic and Community Housing Services

- 3.5 With an emphasis on Homelessness prevention, early intervention and housing options, the Council's Housing Service is being re-organised to create a private sector lettings team that will work with private landlords to secure affordable, good quality, well managed private rented accommodation.
- 3.6 The new staffing structure will provide the impetus for the integration and co-location of services (including the Private Sector Housing team which has recently moved to Housing from Enforcement) and support the development of new partnerships including a new, multi agency homeless households support service.
- 3.7 Other changes include the creation of separate Housing Advice and Housing Options teams that will prevent homelessness, develop and promote a range of viable housing options, and provide a comprehensive housing advice service (incorporating an outreach service) for everyone who is homeless or at risk of homelessness.
- 3.8 Ensuring that people are at the heart of change, the Housing Service is proposing to hold regular focus groups with service users, including residents of temporary accommodation. Service users will become increasingly involved in shaping, monitoring and improving the housing and support services they receive.

Working with registered social landlords

- 3.9 The Housing Corporation's selection of Haringey as one of just three areas in which to pilot the development of **area based homelessness action plans** affords the opportunity for the Council to work more collaboratively with RSL's to tackle homelessness and meet urgent housing need.
- 3.10 It is envisaged that Haringey's area based homelessness action plan will complement the new homelessness strategy and that the project will provide an additional impetus for the RSL's to work in partnership with the Council to tackle and reduce homelessness more effectively in Haringey.
- 3.11 In the short term, it is hoped that the pilot project will improve the efficiency and transparency of everyone's processes and ensure that the Council receives all of the tenancy nominations to which it is entitled. In the long term, it is hoped that the project will lead to the

introduction of a Common Housing Register and the letting of all social housing through the choice based lettings scheme.

- 3.12 Most importantly, the pilot project will provide further evidence of Haringey's 'whole borough' approach to homelessness, support the improvement of the Council's Housing Service and make a significant contribution to the implementation of Haringey's new Homelessness Strategy.

Temporary accommodation

- 3.13 At the beginning of June 2008, Haringey had 5,200 homeless households (including almost 8,000 young people under the age of 16) living in temporary accommodation. About 20% of this accommodation is located outside of Haringey.
- 3.14 Due to the severe shortage of family sized homes, families will often have to remain in temporary accommodation for between 6 and 7 years before being offered a three or four-bedroom council home.
- 3.15 It is widely acknowledged that homeless people are more likely to suffer from poor physical, mental and emotional health than the rest of the population, and ill health is often associated with poverty and homelessness. Studies have shown consistently that the experience of homelessness and living in temporary accommodation can exacerbate existing problems and disadvantage households in a number of ways.
- 3.16 These disadvantages can include the quality and type of accommodation in which homeless households are placed, the disruption to social and other support networks and the negative impact on the education, health and well-being of homeless households and their children.
- 3.17 Homeless households suffer health inequalities compared to the general population and, for children; there is a greater likelihood of illness, poor diet, behavioural problems and delayed development.
- 3.18 Children living in 'homeless households' are more likely to be entitled to free school meals, to have special educational needs, to have English as an additional language, to need higher levels of support in learning English and be more frequently absent from school.
- 3.19 Mobile pupils are more likely at age 7 to be 15-20% behind the expected levels of the peers in reading, writing and mathematics.
- 3.20 The timing and circumstances of pupil movement has an important influence on attainment. Living in a homeless household will impact on all areas of the children's school life and will ultimately affect their future life chances.
- 3.21 The council is committed to helping every learner in school to be able to fulfil their potential and to have access to a broad and balanced curriculum.

3.22 The Council is committed to halving the number of homeless households in temporary accommodation (to 2,600) by the year 2010 and this is reflected in Haringey's Local Area Agreement (National Indicator 156).

Key strategic priorities

3.23 The development of the new homelessness strategy affords Haringey an excellent opportunity to set out its vision for preventing homelessness, tackling the causes of homelessness, meeting the housing and support needs of homeless people, and halving the number of homeless households in temporary accommodation.

3.24 Although consultation is continuing, the Homelessness Strategy Steering Group has proposed **9 key strategic priorities**, expressed in the form of commitments:

- We will actively support and promote a partnership approach to tackling homelessness;
- We will invest in early intervention and effective homelessness prevention;
- We will increase the supply of affordable homes;
- We will provide choice and encourage independence;
- We will halve, by 2010, the number of homeless households living in temporary accommodation
- We will improve the quality and suitability of temporary accommodation;
- We will improve customer service, involvement and satisfaction;
- We will ensure that our policies and procedures are fair, transparent and easily understood; and
- We will work proactively to safeguard children and vulnerable adults.

3.25 The transformation of the Council's Prevention and Options Service into a Housing Advice and Options Service that provides specialist advice on all aspects of housing represents a significant change.

3.26 With its emphasis on early intervention and solution finding, the new service will be dynamic, proactive and responsive. Working with other advice and support providers (and a new rent deposit scheme) it will also help single, non-priority homeless people to access private rented accommodation.

3.27 A lot of work is still required to respond effectively to the housing and support needs of care leavers and other young people. Preliminary discussions about this matter have taken place with the Cabinet Member for Children and Young People. It is important that Haringey learns from the good practice of other local authorities.

- 3.28 Concerns about access arrangements and the supply of supported housing has prompted a call for a comprehensive audit of all supported housing in the borough. It is hoped that, once complete, the audit will enable Haringey to make better use of the accommodation and to identify unmet needs, particularly for substance misusers and people affected by mental ill-health.
- 3.29 As rough sleeping has increased significantly during the past year (particularly amongst migrant workers) urgent action is required to establish an assertive outreach team to help people off the streets and address any concerns about community safety.
- 3.30 In order to achieve the required reduction in the number of households in temporary accommodation, a greater proportion of lettings will need to go to homeless households. Consideration will also need to be given to the introduction of automatic bidding for those households who have enough points to make a successful bid, but are simply not bidding.

From the experience gained during a recent pilot scheme, it is evident that many households who have lived in temporary accommodation for a very long time will require help in adjusting to the fact that they will be moving into settled accommodation. Consideration should be given to the provision of additional funding to voluntary and community sector organisations who are already working with (and advising) such residents and/or the prioritisation of Supporting People floating support services for this purpose.

Strategic Implications

- 4.1 Haringey's homelessness strategy will support the delivery of a wide range of strategies and action plans by helping to address some of the most pressing issues facing the borough, including child poverty, community safety, low educational attainment, health inequalities, poor housing conditions, Worklessness and, of course, the number of homeless households living in temporary accommodation.
- 4.2 For the homelessness strategy to be effective its development must be inclusive and there must be a multi-agency commitment to its successful and timely implementation.
- 4.3 Endorsement by the Haringey Strategic Partnership, together with the appointment of Homelessness Champions, will ensure that the strategy is owned by all of the stakeholders and that it contributes positively to

the implementation of the Sustainable Community Strategy and the achievement of the targets in the LAA.

- 4.4 Partnership, innovation, empowerment, choice and opportunity will be recurrent themes throughout the homelessness strategy, as will tenancy sustainment, early intervention and prevention. Tackling Worklessness, anti social behaviour and child poverty will also feature prominently within the strategy.
- 4.5 The action plan will include a series of measures to improve homeless households' access to training, work placement, employment and specialist advice on in-work benefits and tax credits.
- 4.6 The key documents and strategies used to support the development of the new homelessness strategy include the following:
 - Sustainable Community Strategy 2007-2016
 - Local Area Agreement
 - Housing Strategy (revised version) 2007-2008
 - Homelessness Strategy 2003-2008
 - Supporting People Strategy 2005 – 2010
 - Safer Communities Strategy & Anti Social Behaviour Strategy
 - Children and Young People Plan 2006 – 2009
 - Diversity and Equality Framework
 - London Housing Strategy 2007-2010
 - Neighbourhood Renewal Strategy

5. Equalities Implications

- 5.1 An impact assessment is being undertaken as part of the development of the new homelessness strategy.

6. Consultation

- 6.1 A substantial amount of consultation has already taken place with Council staff, residents of temporary accommodation, advice services, support providers and a wide range of other stakeholders.
- 6.2 Further consultation will take place when the draft strategy is complete.