



**NOTICE OF MEETING**

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**Better Places Partnership (HSP)**

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THURSDAY, 19TH JUNE, 2008 at 18:30 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: See Membership List below.

**AGENDA**

**1. APOLOGIES AND SUBSTITUTIONS**

To receive any apologies for absence.

**2. 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.

**3. 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 of urgent business will be dealt with under Item 11 below).

**4. MINUTES (PAGES 1 - 8)**

To confirm the minutes of the meeting held on 11 March 2008 as a correct record.

**5. ELECTION OF CHAIR**

To elect a Chair for the new Municipal Year.

**6. APPOINTMENT OF VICE-CHAIR**

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

**7. APPOINTMENT OF A REPRESENTATIVE TO THE HARINGEY STRATEGIC PARTNERSHIP**

To appoint a representative to the Haringey Strategic Partnership Board (HSP) for 2008/09.

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

A presentation will be made by the Community Link Forum.

**9. DELIVERING WITHIN NEW FRAMEWORKS**

A presentation will also be provided on this item and there will be discussion on the following:

- Progress in the negotiation of the Local Area Agreement
- Feedback from the Local Area Agreement Workshop
- Progress on the development of the Greenest Borough Strategy
- Discussion about how the Better Places Partnership should shape itself to deliver against its objectives

**10. MEMBERSHIP AND TERMS OF REFERENCE: 2008/09 (PAGES 45 - 46)**

**11. BRIEFING PAPER -BETTER HARINGEY GREEN FAIR AND AWARDS (PAGES 47 - 50)**

**12. NEW ITEMS OF URGENT BUSINESS**

To consider any new items of Urgent Business admitted under Item 3.

**13. ANY OTHER BUSINESS**

To consider any items of AOB.

**14. DATES OF FUTURE MEETINGS**

The following dates are scheduled for the Better Places Partnership Board:

- 6 October 2008
- 18 December 2008
- 16 March 2009

Yuniea Semambo  
Head of Local Democracy and Member Services  
5<sup>th</sup> Floor  
River Park House  
225 High Road  
Wood Green, London N22 8HQ

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

## Better Places Partnership Membership List

SECTOR GROUP	AGENCY	NO. OF REPS	NAME OF REPRESENTATIVE
Local Authority	Haringey Council	3	<b>Cllr Brian Haley</b> , Exec Member, Environment & Conservation (Chair) <b>Cllr Lorna Reith</b> , Exec Member, Community Involvement <b>Niall Bolger</b> , Director of Urban Environment
	Community Representatives	3	<b>Cenk Orhan</b> <b>Pete G Ravenor</b> <i>tbc</i>
Voluntary and Community Sector (Community Link Forum)	HAVCO	1	<i>tbc</i>
Other Agencies	Haringey Fire Service	1	<b>John Brown</b> , Borough Commander
	Metropolitan Police	1	<b>Richard Wood</b> , Action Borough Commander
	Environment Agency	1	<b>David Hobbs</b> , External Relations Officer
	Lee Valley Regional Authority	1	<b>David Anstey</b> , Director of Regeneration
	London Remade	1	<b>Ellen Struthers</b> , Project Manager
	Registered Social Landlords	1	<b>Neil Mawson</b> , Director of Metropolitan Housing Trust
	New Deal for Communities	1	<b>Geoffrey Ocen</b> , Programme Director, The Bridge NDC
	Haringey Teaching Primary Care Trust	1	<b>Eugenia Cronin</b> , Joint Director of Public Health
	Transport for London	1	<b>Peter Livermore</b>
	Thames Water	1	<b>Jill Sterry</b>
	English Nature	1	<b>Judith Hanna</b> , Community Liaison Executive
	<b>TOTAL</b>	<b>18</b>	

Lead director: Niall Bolger, Director, Urban Environment, Haringey Council Tel: 020 8489 4523

Email: [niall.bolger@haringey.gov.uk](mailto:niall.bolger@haringey.gov.uk)

Lead Officer: Kirsty Fox, Corporate Strategy & Policy Manager, Policy, Performance, Partnerships & Communications, Haringey Council Email: [Kirsty.fox@haringey.gov.uk](mailto:Kirsty.fox@haringey.gov.uk)

Lead Committee Secretariat Co-ordinator: Xanthe Barker, Principal Committee Co-ordinator (Council), Chief Executive's Member Services, Haringey Council Tel: 020 8489 2957

Email: [xanthe.barker@haringey.gov.uk](mailto:xanthe.barker@haringey.gov.uk)



**Present:** Councillor Brian Haley (Chair), Eugenia Cronin, Jo David, Judith Hanna, Craig Middleton, Pamela Moffat, David Morris\*.

**In Attendance:** Xanthe Barker, Kate Dalzell, Phil England, Sule Nisancioglu.

*\*Part of meeting.*

MINUTE NO.	SUBJECT/DECISION	ACTION BY
<b>BPP01.</b>	<p><b>APOLOGIES AND SUBSTITUTIONS</b></p> <p>It was noted that apologies had been received from the following people:</p> <p>David Anstey Niall Bolger John Brown David Hobbs Neil Mawson Councillor Reith Catherine Stenzl</p>	
<b>BPP02.</b>	<p><b>MINUTES AND MATTERS ARISING</b></p> <p><b>RESOLVED:</b></p> <p>That, subject to the inclusion of the Term of Reference circulated at the meeting, the minutes of the meeting held on 17 December 2007 be confirmed as a correct record.</p>	XB
<b>BPP03.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>No declarations of interest were made.</p>	
<b>BPP04.</b>	<p><b>URGENT BUSINESS</b></p> <p>No items of urgent business were raised.</p>	
<b>BPP05.</b>	<p><b>HARINGEY'S LOCAL DEVELOPMENT NEEDS -CORE STRATEGY</b></p> <p>The Board received a presentation on the Council's Core Strategy document.</p> <p>It was noted that the Core Strategy formed part of the new Local Development Framework (LDF), which would replace the existing Unitary Development Plan (UDP). The LDF was comprised of several documents that formed a hierarchy and took on board existing local and national policies.</p>	

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The Core Strategy was the key LDF document that set out the spatial vision and objectives for the Borough up to 2020 and included core planning policies for delivering:

- Housing
- Employment
- Retail
- Leisure
- Community
- Essential public services
- Transport infrastructure
- Climate change

The Core Strategy was supported by a sustainability appraisal and equality impact assessment.

In terms of consultation on the Strategy, it was noted that a variety of consultation exercises had taken place including the publication of leaflets, an article in Haringey People and a newspaper advert. Documentation had also been distributed to libraries and Council offices and several events were being held to encourage members of the public to participate in the consultation process. It was possible to participate in the consultation process via the Council's website and partners were encouraged to use this.

The Board was advised that input from Partners played an important role in forming the Strategy and that the Government required that consultation and ownership by Partners was demonstrated before the Strategy could be agreed by the Secretary of State. Where appropriate, meetings with individual Partners would be arranged. The need for these would become clearer at the preferred options stage of the process.

It was noted that the Strategy was required to reflect the priorities included within the Community Strategy and other documents such as the Council Plan and Mayor's London Plan. Issues such as provision of Public Open Space and others covered by Planning Policies would also be reflected in the document.

The Board was advised that a joint group had been established by the PCT to look at public health issues, including how better spatial planning could improve public health. There was agreement that there should be discussion between the relevant Council officers and the PCT to see how this group could feed into the Strategy.

EC/JD

There was agreement that the Board should consider the document again at the Preferred Options stage of the process in order to provide Partners with the opportunity to comment before the document was finalised.

SN/JD

**RESOLVED:**

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	<p>i. That the presentation provided be noted.</p> <p>ii. That the Core Strategy should be considered again by the Board at the Preferred Options stage.</p>	SN/JD
<b>BPP06.</b>	<p><b>APPOINTMENT OF VICE-CHAIR</b></p> <p>Due to the low number of Board members present and given that the Municipal Year at its end, there was a general consensus that this item would not be considered.</p> <p><b>RESOLVED:</b></p> <p>That the item be postponed until the new Municipal Year.</p>	
<b>BPP07.</b>	<p><b>GREENEST BOROUGH STRATEGY -UPDATE</b></p> <p>The Board received an oral update on progress in relation to the Council's Greenest Borough Strategy.</p> <p>It was noted that presentations had been made to each of the HSP Thematic Boards during the last cycle of meetings as part of a wide range of consultation that had taken place. Amongst these a community event had been held, which had been well attended and the views and comments raised as part of this had been reflected within the Strategy.</p> <p>Concern was raised by Phil England, on behalf of the Haringey Federation of Residents' Associations, that requests for the Forum to make a presentation to the Board had not been acknowledged. A paper setting out the groups concerns was tabled.</p> <p>The Assistant Director for Service Improvement advised that the views expressed by the group were being taken into consideration as part of the consultation process.</p> <p>The Chair proposed that a meeting should be arranged between himself, Phil England and the Director for the Urban Environment, in order to discuss the document tabled and address any concerns that the group may have in relation to the Strategy.</p> <p><b>RESOLVED:</b></p> <p>i. To note the verbal update provided.</p> <p>ii. That a meeting should be arranged between the Chair, Phil England and the Director for the Urban Environment to discuss this issue further.</p>	<p>JD/XB</p> <p>JD/XB</p>
<b>BPP08.</b>	<p><b>QUARTERLY MONITORING UPDATE FOR THE BETTER PLACES PARTNERSHIPS PROGRAMME OF PROJECTS</b></p>	

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	<p>The Board considered a report that provided an update on progress against projects funded by Neighbourhood Renewal Fund (NRF) and Stronger, Safer Communities Fund (SSCF).</p> <p>It was noted that across both Programmes spend was currently on target for the majority of projects, as per project spend profiles and the majority of project managers were confident that full spend would be achieved, as per the allocations.</p> <p>The Board was advised that it had not been possible to identify a site for the 'Automated Public Conveniences' and therefore the project could not be delivered by the end of the financial year. However, it was anticipated that this would be taken forward and completed during 2008/09.</p> <p><b>RESOLVED:</b></p> <ul style="list-style-type: none"> <li>i. That the current position across the programme of projects funded with NRF be noted and the progress of slippage should continue to be monitored.</li> <li>ii. That the current under spend within the SSCF programme for the Automated Public Conveniences project and action being taken to resolve this be noted.</li> <li>iii. That it be noted that this was the last year of the Cleaner Safer Greener Element of the SSCF grant.</li> </ul>	
<p><b>BPP09.</b></p>	<p><b>BETTER PLACES PARTNERSHIP: AREA BASED GRANT ALLOCATION 2008/09 AND THE NEW PERFORMANCE FRAMEWORK FOR THE LOCAL AREA AGREEMENT</b></p> <p>The Board considered a report setting out how the new Area Based Grant (ABG) and Performance Monitoring Framework would be implemented over 2008/09.</p> <p>It was noted that the ABG was a new funding stream that brought together existing Council grants with those traditionally shared with Partners such as the NRF. The Council received ABG as part of its allocation from Government to address local priorities with the support of Partners. At the HSP meeting of 11 February the allocation of ABG for each of the Thematic Boards had been agreed and £1.944M had been allocated to the Better Places Partnership Board.</p> <p>The HSP had also agreed that, in order to provide stability, 2008/09 should be used as a transitional year as there was a reduction of 7.3% to the overall funding available under the ABG. The new Performance Management Framework would be used to assess performance after the first six months of the new financial year and after this period an assessment would be made as which projects would continue to</p>	



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received funding.

The Board was advised that there had been further negotiation with Government Office for London (GOL) in relation to the proposed thirty-five priority indicators to be included within the LAA. The indicators within the Board's responsibility were:

- NI 192 –Household Waste: Recycled and Composted
- NI 186 –Per Capita CO2 Emissions in the LAA Area –Domestic Housing
- NI 195 –Improved Street and Environmental Cleanliness

In addition a Local Indicator was also included in relation to the number of Green Flag Parks.

It was noted that under the new LAA a more joined up approach was being taken and that as well as leading on the indicators above the Board shared responsibility for considering and contributing to the development of the other thirty-two indicators.

The Chair noted that there would be an opportunity to discuss how each of the indicators would be monitored, and how each Partner would contribute to the achievement of targets in more detail at the forthcoming LAA Workshop, which was being discussed under the next agenda item.

**RESOLVED:**

That in the light of the HSP decision on 11 February, the Board support the decision of the HSP, agree the programme for 2008/09 and note the following:

- i. That 2008/09 should be treated as a transitional year to facilitate the move towards the new ABG.
- ii. That a consistent Performance Management Framework was to be developed across the HSP that would be capable of identifying whether the Partnership was achieving its outcomes and value for money.
- iii. That the latest position in relation to the LAA indicators be noted.
- iv. That each Thematic Board would participate in a workshop that would examine the new duties contained within the new Local Government and Public Involvement in Health Act and the new Performance Management Framework.
- v. That a six monthly review would be conducted to identify any changes in activity or funding that may required to meet the Local Area Agreement Performance Indicators.

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<b>BPP10.</b>	<p><b>LOCAL AREA AGREEMENT WORKSHOP</b></p> <p>The Board noted that the Thematic Board LAA Workshop for the Better Places Partnership Board was being held on 26 March 2008.</p> <p>The Chair noted that the workshops would provide the opportunity for Partners to participate in discussion around the ABG.</p> <p>In response to a query, it was clarified that the HSP had already determined the proportion of the ABG that the Board would received and that 2008/09 would form a transitional period, with each of the projects funding from the ABG being assessed after the initial six months of the year to determine whether funding should continue.</p> <p>The Chair noted that the review of projects and performance would provide a positive opportunity for the Board to examine the projects it currently funded and whether these provided good value for money. He underlined the importance of Partners attending the workshop in order to influence and shape how the Action Plans for delivering the targets were delivered. He noted that it was vital that Partners engaged in the process.</p> <p>It was noted that there were overlapping areas that the Well-Being Strategic Partnership Board would also share responsibility for monitoring and that this would need to be considered when developing Action Plans for the delivery of performance against the new targets.</p> <p><b>RESOLVED:</b></p> <p>That the date for the LAA Workshop, 26 March, be noted.</p>	All to note
<b>BPP11.</b>	<p><b>NEW ITEMS OF URGENT BUSINESS</b></p> <p>No new items of Urgent Business were received.</p>	
<b>BPP12.</b>	<p><b>DATES OF FUTURE MEETINGS</b></p> <p>The following provisional dates were noted and the Board was advised that these were tentative at present, as the Councils Calendar of Meeting had not yet to been agreed:</p> <p>19 June, 6.30pm 6 October, 6.30pm</p> <p>Once confirmed the Board would be advised.</p>	All to note
<b>BPP13.</b>	<p><b>ANY OTHER BUSINESS</b></p> <p>No items of AOB were raised.</p>	

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COUNCILLOR BRIAN HALEY

Chair

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## **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 22<sup>nd</sup> 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 12<sup>th</sup> July 2007.

Two stakeholder meetings were held on 12<sup>th</sup> 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.

<b>Main HSP Board</b>	Community Sector - Youth Council (2)
Equality REJCC (1)	Voluntary Sector - HAVCO (3), Peace Alliance (1), Race Joint Consultative Committee -
<b>Well Being Board</b>	Community Sector - Federation of Residents Association (1)
	Voluntary Sector - HAVCO (2)
<b>Safer Communities Board</b>	Community Sector - Haringey Community and Police Consultative Group -
HCPCG (1)	Voluntary Sector - Peace Alliance (1), HAVCO (1)
<b>Children &amp; Young Peoples Board</b>	Community Sector - Youth Council (2)
	Voluntary Sector - HAVCO (2)
<b>Better Places Board</b>	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.

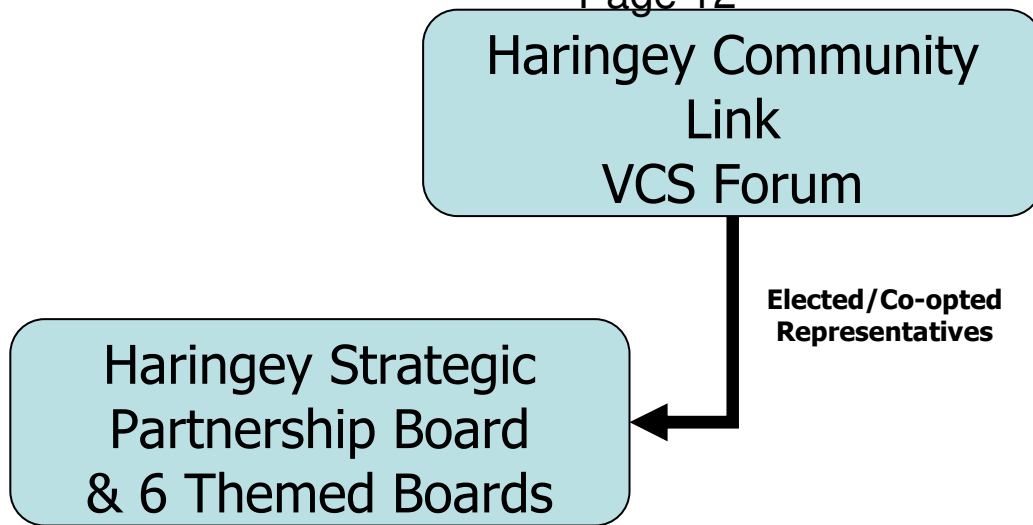
**Proposed New Model for Community Engagement**

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.

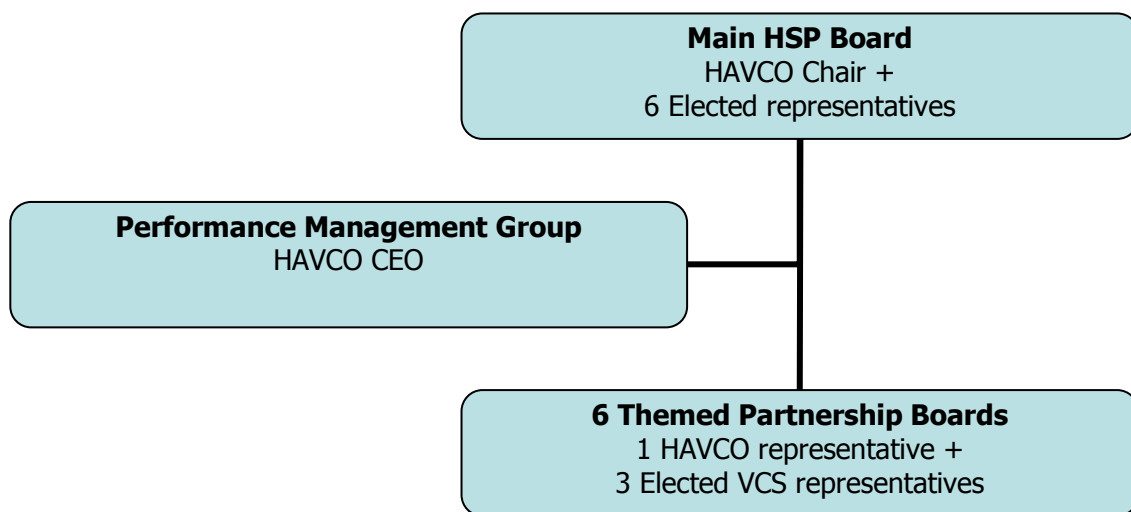
Where there are key policy areas the HSP is focusing on (such as Local Area Agreement, Children's Trusts etc) ad hoc themed forums may be convened to ensure representatives and the wider forum are briefed and informed. A successful example of this was where HAVCO organised a themed forum linked to the 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.

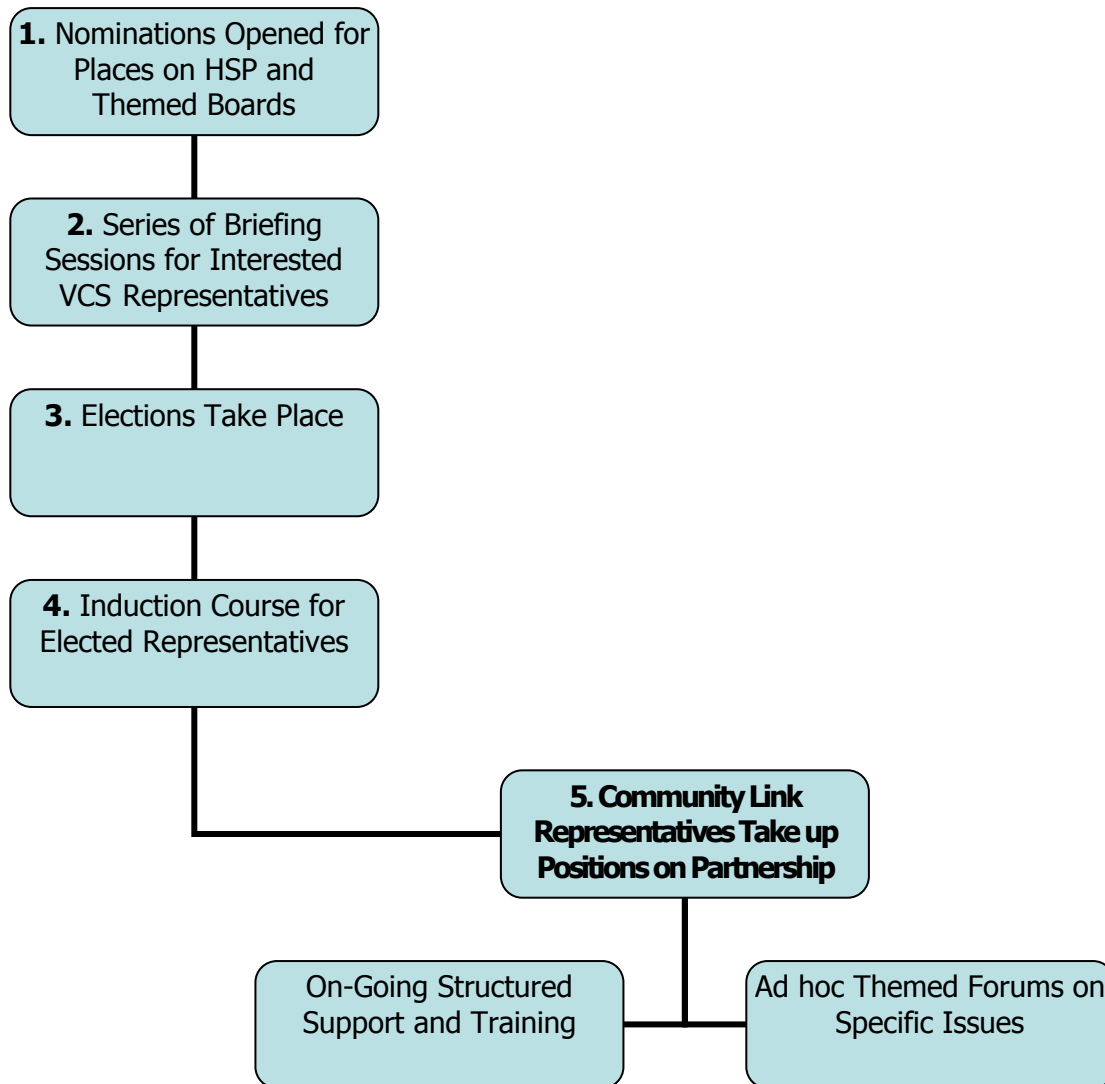
**(ii) Induction**

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 <sup>th</sup> 2007
Development Phase Begins	July 20 <sup>th</sup> 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

UNITY SECTOR



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.

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

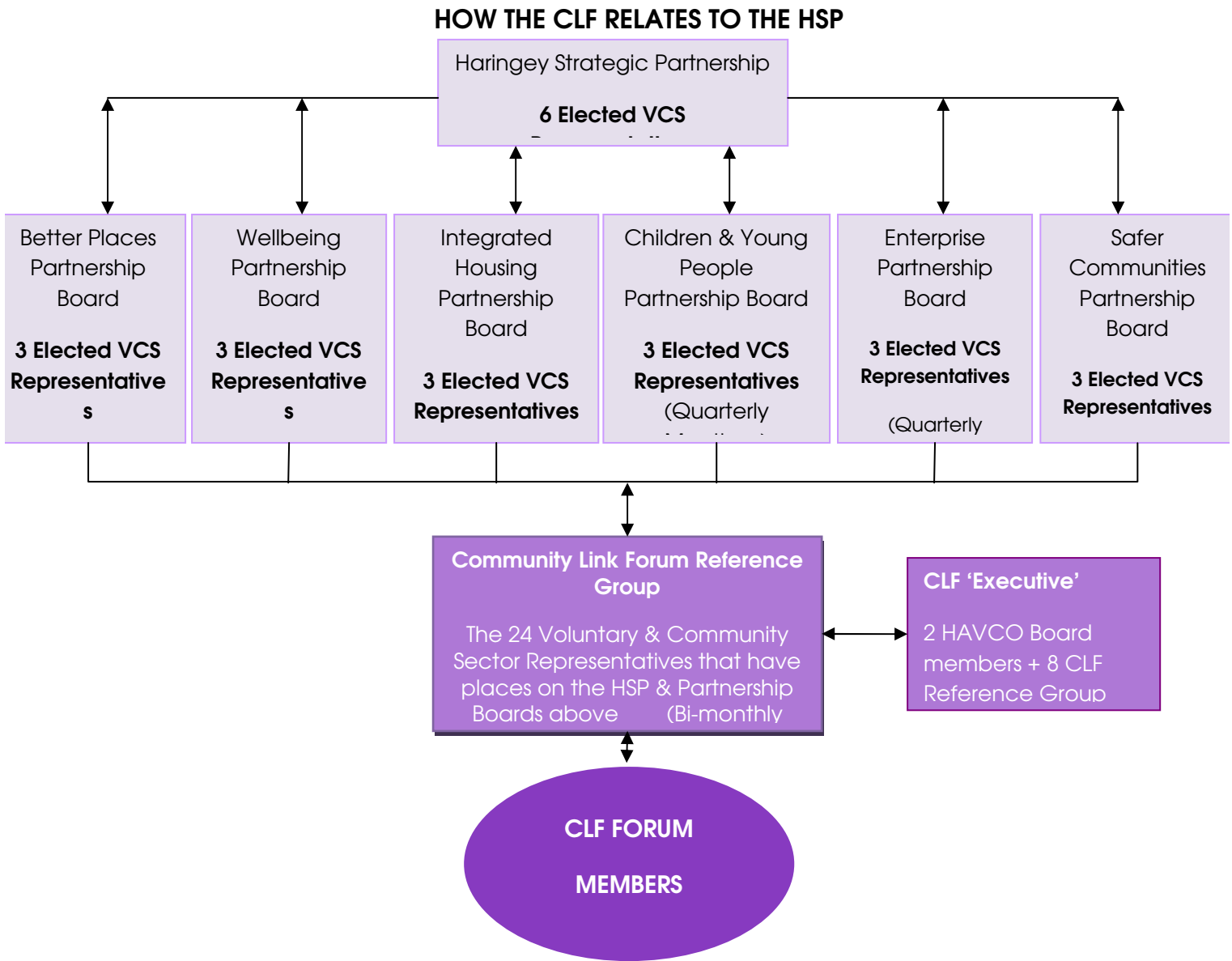
Haringey's voluntary and community sector are close to local people and we understand the needs of local people well. Therefore important that the views of voluntary and organisations are shared with partners duty in the area of public services.





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.
▪ <b>Accountability:</b>	The CLF will clearly define its arrangements & responsibilities in respect of its actions and decision-making.
▪ <b>Openness:</b>	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.
▪ <b>Honesty:</b>	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
▪ <b>Leadership:</b>	CLF representatives will aim to think and act strategically.
▪ <b>Equality:</b>	Equality, diversity and inclusiveness should be placed at the core of what CLF representatives do.
▪ <b>Clarity of purpose:</b>	There should be clarity about the CLF's objectives which are based on a strong evidence base.
▪ <b>Sustainability:</b>	CLF representatives should seek to work collectively, and where possible, with a collective voice.
▪ <b>Clarity of values:</b>	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

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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 provides/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.





haringey strategic partnership

**Meeting:** Better Places Partnership Board

**Date:** 19 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 Better Places Partnership is asked to note that two of the three community representatives' places have been notified with one remaining vacant. The Board should now ask the Community Link Forum to nominate from among its membership to this vacant position.

The current interim Terms of Reference are attached at Appendix 1. The Board membership including details of the individuals appointed to sit on the Board. 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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Title: Principal Committee Coordinator.

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## Better Places Partnership

### Interim Terms of Reference

#### Purpose

- To lead the delivery of a cleaner, safer, greener and sustainable Haringey
- To improve to the condition, facilities and quality of our parks and open spaces, the public realm and built environment, ensuring that Haringey is a place where people want to live, work, study and spend time.
- To commission and performance manage the projects to deliver the areas of the LAA relevant to the BPP

#### Rationale

The Better Places Partnership (BPP) is a strategic body forming part of the Haringey Strategic Partnership (HSP). Together with other thematic partnerships, the BPP will help deliver the priorities set out in the Sustainable Community Strategy and the Local Area Agreement. The BPP will be primarily responsible for the above overarching purpose and its own priorities outlined below.

#### Sustainable Community Strategy outcomes

- **People at the heart of change**

“We will build on a cohesive and included community that gets on well together, sharing and taking a pride in a clean and attractive environment. Our excellent parks and open spaces will continue to improve. There will be outstanding schools, good housing, improved shopping and transport and a thriving arts and cultural sector. The changes and improvements we see will increase residents’ satisfaction with where they live.”

- **An environmentally sustainable future**

“We want to tackle climate change and manage our environmental resources more effectively, increase levels of recycling, improve and promote sustainable transport and

#### Better Places Partnership Objectives

1. A cleaner & greener Haringey
2. A quality built environment with good supporting infrastructure and services.
3. A better & safer local transport, reduced traffic congestion, attractive street scene and living streets.
4. Enable environmental sustainability and improvements, helping Haringey to become London’s greenest borough
5. To build cohesive and empowered communities

create sustainable and energy efficient homes and buildings. We want to reduce the borough's environmental footprint. We will engage children and young people in environmental issues encouraging our future citizens to be our first 'green generation'".

- **Economic vitality and prosperity shared by all**
- **Safer for all**
- **Healthier people with a better quality of life**
- **People and customer focused**

## **Local Area Agreement Targets**

### **Overarching targets shared by all theme boards**

1. Percentage of people who feel that their local area is a place where people from different backgrounds get on well together
2. The percentage of residents expressing satisfaction with the local area as a place to live
3. Increased resident participation and involvement  
The numbers of volunteers provided as part of day opportunities

### **Targets specific to the Better Places Partnership**

4. Environmental quality as measured by BVPI 199 (litter & detritus) and BVPI 89 (satisfaction with street cleanliness) survey  
Stretch target reduction of litter & detritus in SOAs
5. Increase in the number of green flag parks and satisfaction with green & public space
6. Proportion of waste going to landfill  
BVPI 82 percentage of household waste composted or recycled  
Energy efficiency of buildings across partner agencies  
Renewable sources

### **Other targets to be developed**

- Improving the quality of the built environment
- Sustainable building
- Creating sustainable communities – people benefiting from change
  - Ensuring the supporting infrastructure e.g. transport, is in place
  - Reducing carbon emissions and tackling climate change

## **Operating principles**

1. To develop strategic partnership activity for the borough, focusing on the priorities for the BPP shown above together with any other appropriate issues.
2. The activities of the BPP and any associated working groups will be geared to achieving the agreed objectives, priorities and targets. These priorities will largely determine the business of these groups.
3. To oversee the performance management of strategic local targets for this theme, including the Local Area Agreement. To provide a strategic review of progress around these targets and recommend improvements that will help ensure their achievement.
4. To advise the Haringey Strategic Partnership (HSP) on progress around performance issues and any other relevant strategic partnership matters that may arise.
5. Work in partnership to shape the delivery of services with a customer focus.

## **Operational Protocols**

### **Membership**

1. The membership of the BPP reviewed periodically and when ever the need may arise. (See Appendix 1 for the current list ). Members can be co-opted for specific purposes and periods of time.
2. The Chair of the BPP will represent the BPP at the main Haringey Strategic Partnership (HSP) board. The chair will be responsible, with the assistance of Officers, for feeding back to the BPP on the work of the HSP and leading on any BPP items to the HSP.
3. Members of the BPP should have the authority to take decisions on the use of resources and activity within their respective organisations.
4. Members of the BPP will communicate to their respective organisations, the objectives and decisions made by the BPP and ensure that these are reflected in their business planning processes.
5. Members of or observers at the BPP should declare any conflict of interests in relation to the business of the BPP and that of the partners<sup>1</sup>
6. The activity of any working groups sitting under the Better Places Partnership will be regularly shared at agreed meetings with the relevant members of the Community Link Forum and the views of these members and the Community Link Forum will be sought. The meetings will be seen as an opportunity for the Forum to influence activity within the bounds of the agreed priorities. The frequency of these meetings will be agreed directly with the relevant members of the Community Link Forum.
7. Three representatives from the Community Link Forum will sit on the BPP.
8. To help achieve the priorities of the BPP, the Chair and supporting officers will also take relevant business from the BPP, to wider stakeholders and

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<sup>1</sup> This should be in line with the Council's own constitution

organisations to promote and pursue the objectives of the BPP. There will be regular and timely report back to the main BPP from these meetings.

9. Members and supporting officers will work in the spirit of partnership and be the ambassadors of BPP and HSP in Haringey and contribute to the wider role of the LSP.

### **Meetings**

1. The BPP will meet at least four times a year between April and March.
2. Sub-group and special meetings (including meetings with the relevant members of the Community Link Forum) will be organised on an on-going basis with timings and frequencies to be agreed.
3. There will be timely and regular feedback from any extra BPP meetings.
4. The HSP will be a standing agenda item to enable the BPP to receive feedback from the HSP main board and to agree items that need to be feed into the next HSP meeting.
5. The agendas, papers and notes of the BPP meetings will be made available to members of the public via the Haringey website and when requested.

### **Decision Making**

1. Wherever possible, decisions will be made on the basis of consensus. However, to make decisions, the agreement of the Chair or vice chair and the Director of the Urban Environment or his or her representative must be given.
2. Observers are not part of the partnerships decision making process.
3. To make decisions meetings must be quorate. A quorum will be 5 members, which must include the chair or vice chair, the Director of the Urban Environment or his or her representative.
4. Any conflicts between partners or members will be resolved through discussion and negotiation.

SECTOR GROUP	AGENCY	NO. OF REPS	NAME OF REPRESENTATIVE
Local Authority	Haringey Council	3	<b>Cllr Brian Haley</b> , Exec Member, Environment & Conservation (Chair) <b>Cllr Lorna Reith</b> , Exec Member, Community Involvement <b>Niall Bolger</b> , Director of Urban Environment
Voluntary and Community Sector (Community Link Forum)	Community Representatives	3	<b>Cenk Orhan</b> <b>Pete G Ravenor</b> <i>tbc</i>
	HAVCO	1	<i>tbc</i>
Other Agencies	Haringey Fire Service	1	<b>John Brown</b> , Borough Commander
	Metropolitan Police	1	<b>Richard Wood</b> , Action Borough Commander
	Environment Agency	1	<b>David Hobbs</b> , External Relations Officer
	Lee Valley Regional Authority	1	<b>David Anstey</b> , Director of Regeneration
	London Remade	1	<b>Ellen Struthers</b> , Project Manager
	Registered Social Landlords	1	<b>Neil Mawson</b> , Director of Metropolitan Housing Trust
	New Deal for Communities	1	<b>Geoffrey Ocen</b> , Programme Director, The Bridge NDC
	Haringey Teaching Primary Care Trust	1	<b>Eugenia Cronin</b> , Joint Director of Public Health
	Transport for London	1	<b>Peter Livermore</b>
	Thames Water	1	<b>Jill Sterry</b>
	English Nature	1	<b>Judith Hanna</b> , Community Liaison Executive
<b>TOTAL</b>		<b>18</b>	

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**Meeting:** Better Places Partnership Board

**Date:** 19 June 2008

**Report Title:** Briefing Paper: Better Haringey Green Fair & Awards

**Report of:** Jon Clubb (Better Haringey Programme Manager)

**Purpose of Briefing:** To give an early reflection on the success of the Better Haringey Green Fair and lessons learnt

## **1. Background**

- 1.1 Haringey Council hosted its second ever combined Better Haringey Awards and Better Haringey Green Fair and on Thursday 5, Friday 6 and Saturday 7 June at the Broadwater Farm Community Centre and the Town Hall Approach Road and adjacent green space. The project linked three events together – the fourth Better Haringey Awards ceremony, the Green Fair schools day and the Green Fair public day.
- 1.2 The Better Haringey Green Fair aimed to inform, educate and entertain visitors on what the Council is doing to protect the environment and to provide simple advice and tips on how to live a greener lifestyle to emphasise that everyone can make a difference. Key subjects covered at the fair included:
- Information and advice on related council services
  - Saving energy in the home
  - Sustainable transport
  - Reducing waste, re-using and recycling
  - Sustainable Food
  - Gardening, parks and outdoor spaces
  - Volunteering and community projects
- 1.3 The Better Haringey Awards were an opportunity to celebrate the achievements of local people, community groups, schools, businesses and Council teams over the last year in making a Better Haringey – cleaner, greener, safer.

## **2. Achievements**

- 2.1 Overall perception of the Green Fair was again extremely positive, from all three components of the weekend. The project was managed entirely

by Haringey Council Officers building on knowledge gained from last year and that will be retained within the organisation for any future events.

2.2 Highlights of the key achievements of the Green Fair are listed below:

**Publicity**

- An extensive publicity campaign including Haringey People, posters at tube stations, railway stations, JDC poster sites, adverts in the local press (including Greek & Turkish), large on-site billboard and banners, and posters for municipal buildings.

**Organisation**

- Road closure of Town Hall Approach successfully negotiated.
- Clear lines of responsibility with site manager, project manager, stage manager, stalls-coordinator, fire officer, volunteers' coordinator and team leaders.
- Over 40 volunteers drawn from the Council and the community across the two days.

**Schools day**

- Nearly 400 school children in attendance at the schools day (nearly 100 more than last year) – the majority of whom arrived on foot or by public transport.
- Quantum Theatre environmental theatre performance on the schools day – very well received by both the students and teachers.
- Lively junk percussion drumming workshop hosted by Big Beat. The children were invited to participate in an interactive drumming performance using scrap materials such as plastic pipes and tubes.
- 29 interactive stalls on the schools day, drawn from community groups, charities, Council teams and businesses. These included the very popular Company of Cyclists (educational cycle try out event), energy bike demonstrations, green energy machine, and planting demonstrations.

**Better Haringey Awards**

- 170 guests present at the Better Haringey Awards. Attendees were from across the local community and not just the usual people who engaged with the Council.
- Entertainment at the awards was provided by local young people – Saz (Anatolian Folk Band) and the amazing Drumheads.
- 6 awards were presented as follows:

<b>Greenest Public Sector Office</b> Abdul Malik (Specialist Services Team, Parks Service).
<b>Greenest Business</b> The Washable Nappy Company.
<b>Sustainable Schools</b>

Tiverton Primary School. (Plus special commendation for Rowland Hill Children’s Centre).
<b>Safer and Sustainable Streets</b> Bruce Grove Residents’ Network and Maze West. (Plus special commendation for Mr Kenneth Mcfall).
<b>Greening your home</b> Peter Budge and Mary Hogan.
<b>Special Award for Outstanding Contribution</b> Moselle Special School.

**Public Day**

- Approximately 2500 visitors on the public day
- Haringey Big Band opened the fair with a welcome speech by the Mayor of Haringey, Cllr Alan Dobbie.
- Main stage was hosted by Kevin Pinnok who promoted all the acts as well as all the stalls you could visit.
- Lively drumming performances by ‘Big Beat’ who gave a festival feel to the event.
- Live acoustic performance by MC Ni, with environmentally conscious lyrics.
- 61 interactive stalls on the public day, drawn from community groups, charities, Council teams and businesses. This again included the popular Company of Cyclists, electric vehicles, energy demonstrations and activities organised by community groups.
- 8 stalls from the London & Country Farmers’ market, ranging from hog roast to jerk chicken.

**3 Lessons learned**

3.1 As with any project there are lessons to be learned that should be captured for the benefit of the Council for any future project team embarking on a similar project.

3.2 The project team is currently writing to all stall holders, performers and volunteers to thank them for their participation in the Green Fair and this will include a feedback form that asks for recommendations on how we could improve the organisation of the event. Additionally, a feedback session for all staff involved in delivering the project to feed back their comments on the project successes and lessons learned has already been organised.

3.3 Once feedback has been received from stall holders, performers and volunteers a full project closure document will be produced. This will give an opportunity to think about options for the future.

3.4 Experience gained from the preparation and delivery of this and last year’s events has already highlighted the need to consider a range of options on how we can further consolidate and grow the Green Fair in

future years within existing resources. This will be considered as part of the project closure documentation.